

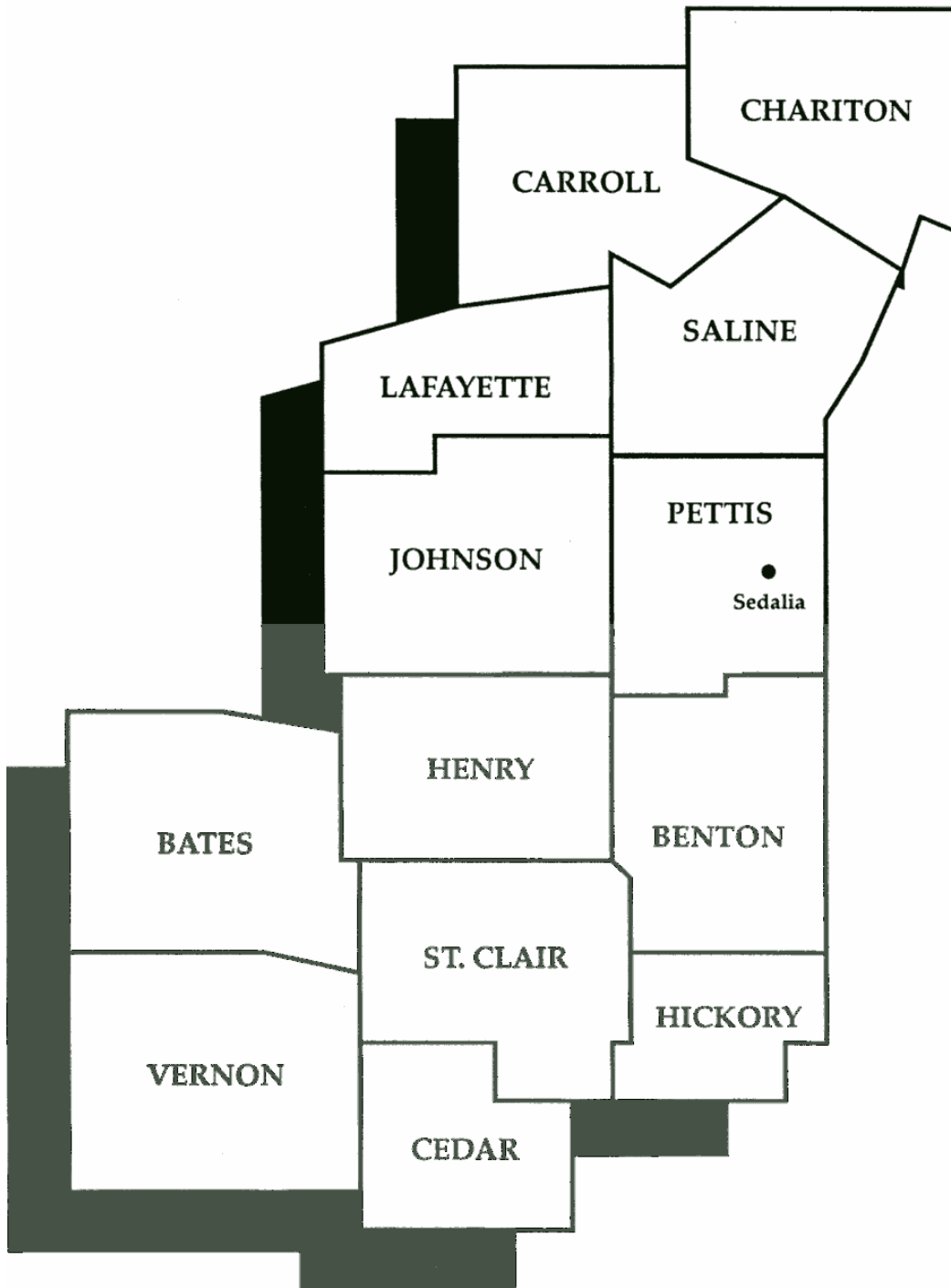
Workforce Development Board
of Western Missouri, Inc.

Comprehensive
Workforce Investment Act
Plan

August 2005

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Workforce Investment Area 4



9,178 Square Miles

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INTRODUCTION

The Workforce Development Board of Western Missouri, Inc., has been a frontrunner in the development and administration of job training programs in the West Central Region Workforce Investment Area 4 for over twenty years. Established in 1983 and formerly known as the Western Missouri Private Industry Council, Inc., we have been a leader in offering the people of our area solid employment and training programs that have resulted in a skilled area workforce and a growth of our area businesses and industry.

On April 27, 2005, the Local Elected Officials formally met and voted to continue the designation of the Workforce Development Board of Western Missouri, Inc., as the administrative entity and the fiscal agent for the operation of programs under the Workforce Investment Act for the West Central Region. Their decision was based on our proven success and the reputation we have as an administrative entity and grant recipient.

Named the Outstanding Private Industry Council of the Year by the Governor in 1986 and 1994, our mission continues to be:

“To assess the workforce needs of employers and clients and develop and provide the resources to meet those needs.”

To accomplish our mission and strengthen our role in the delivery of employment and training programs, we have adopted the following key principles:

- Establishment of a single point of contact system that will serve businesses and job seekers alike, addressing workforce solutions that promote stability and growth;
 - Training is the vehicle through which an individual's skills and competencies are increased—thereby increasing the individual's long-term employment earnings;
 - Resources to be invested in training are not widely available and, therefore, must be focused to provide the proper training through the appropriate mechanisms;
 - Providing for the delivery of the highest demand training and services;
- and
- Providing training that is effective.

The Workforce Development Board of Western Missouri, Inc., accepts our responsibility to continue as a leader in the business of employment and training. We are committed to a progressive and pro-active agenda of innovation and creativity.

WORKFORCE INVESTMENT AREA 4 DATA

Population: 256,000

Square Miles: 9,178

Counties:

Bates
Benton
Carroll
Cedar
Chariton
Henry
Hickory
Johnson
Lafayette
Pettis
Saline
St. Clair
Vernon

Major Towns:

Carrollton
Clinton
Lexington
Marshall
Nevada
Sedalia
Warrensburg
Warsaw

We have also proven success over the years through innovation in programming by anticipating changes in the law and upgrading our program designs and delivery systems. As a leader in the development and delivery of training and re-training programs for the dislocated workers and farmers, our premier program, Project Reach, became operational in 1985. This project was distinguished as a model program and was recognized with many state and local awards such as the 1987 National Alliance of Business Award for Outstanding Rural Program and the 1987 Governor's Award for Outstanding Contribution by a Program for Special Populations.

Other outstanding innovative programs developed over the past seventeen years are Project AHEAD, a program for displaced homemakers, Project VET, a successful program for veterans, Project MOVE, a program for experienced workers, Project STEP, a program for school drop-outs and Project RAP, a specially designed program for summer youth. More recently we have implemented an H-1B Technical Skills grant program, Project TERMH, that utilizes four comprehensive training initiatives to increase the availability of mental health services in rural communities; and implemented the 21st Century Construction Trades training program for youth to prepare them for careers in construction.

Workforce Development Board of Western Missouri, Inc.

Two-Year Strategic Plan for Title I of the Workforce Investment Act
July 1, 2005 – June 30 2007

I. WORKFORCE DEVELOPMENT BOARD'S VISION

State the local board's vision for the workforce investment region and how this vision meets, interprets and furthers the Governor's vision and the national direction.

As referenced in the State's Strategic Plan, "Governor Matt Blunt's vision for the state of Missouri's workforce investment system is to provide a positive environment for current and new businesses to thrive and thus drive our economy. To accomplish this, the Governor recognized the strong need for education and its impact on providing a highly-skilled workforce for our businesses to compete in the global economy."

The *Business Services Outreach Plan* for the West Central Region of Missouri is a collaboration of partners written with a sole purpose in mind: to create a single point of contact system within the region that will serve businesses and job seekers alike, addressing workforce solutions that promote stability and growth. This plan is an urgent call to action in meeting the economic challenges our region is facing regarding the demand for better trained and more skilled workers to boost productivity and help close the labor, wage, and skill gaps within our region. This plan designs a single point of contact system that will address business needs today and in the future through the support of our partners in training, placement, and career advancement initiatives. *The West Central Region single point of contact system will be referred to as the "One-Touch System."* The region is changing the way it does business and is moving from a passive to a pro-active outreach approach.

THE NEED FOR A SINGLE POINT OF CONTACT SYSTEM--

Without a change in the way we train and support workers, we will fall short of providing the highly skilled, adaptable, and technologically sophisticated labor force needed to compete in the future global economy.

Technology, globalization, and deregulation are powerful forces bringing about a new economy in the United States, according to the National Association of Workforce Boards. The new economy is an environment of constant change placing value on broad knowledge and skills, flexibility, cross-training, multi-tasking, team building, problem solving, and project-based work. In a national survey conducted by the U.S. Bureau of the Census, "employers said 20 percent of their current workers were not fully proficient in their jobs." Less than 50 percent of the new workers are equipped for a high-skill, high-wage job. The economic competitiveness of today's workforce puts a great emphasis on closing the wide gap between the necessary skills of a technology-based workplace and the low level of preparedness of the workforce.

Businesses are faced with seven identified universal challenges in today's economy: globalization of the workforce, increased diversity, the increased use of technology, literacy issues, the need for highly skilled workers, nontraditional work arrangements, and an aging workforce. By developing a single point of contact system, business and labor partners will come together as a united front in proactively meeting challenges that impede business and its workers and together embark upon systematic workforce solutions to business needs. In addition, it will assist businesses by providing training options and/or referral to the appropriate agency or educational institution.

STRATEGIES FOR THE FUTURE--

This marketing plan will ensure that our region's business needs drive our efforts in meeting the seven identified universal challenges. Strategies include:

- **Creating a single point of contact system**—a central point of contact in our Career Centers to coordinate and deliver a streamlined business outreach system. Our region will emphasize customer service (measured by customer feedback) to identify and outline ways we can best meet the unmet needs for our region's businesses.
- **Developing a local "training institute"** which will be a regional concept for comprehensive education and training services—initially offered as a support system for business and eventually evolving into a "bricks and mortar" physical location (or locations). The "training institute" will have the ability to facilitate training often lacking in today's workforce such as soft skills, basic education, and technical assistance training for partners. A broad spectrum of training opportunities and solutions for business training needs will be provided in order to match workers with the proper training needed to meet today's changing workforce demands. Efforts include:
 - Developing training programs that are closely tied to specific industries.
 - Using business leverage to encourage new training efforts and the creation of career ladder/lattice opportunities.
 - Conducting intensive evaluations of a wide range of training, including on-line, face-to-face, video conferencing and teleconferencing.
 - Addressing needs for nationally recognized, industry-based skill standards and occupational certifications.
 - Performing skill-gap analysis.
 - Partnering with the Missouri Training Institute to offer business services training.

- **Incorporating four market-related issues found in the Board's Strategic Plan** into the regional Business Services Outreach Plan. In an effort to build a more knowledgeable Board and increase outreach efforts by Board members in the communities, the Board is resolved to: 1) develop an awareness program for business, educators, civic and service groups; 2) develop an ambassador program; 3) increase fee-for-service activities; and 4) increase cooperation among agencies and partners.
- **Utilizing surveys and focus groups** to identify industry needs and to develop career ladders/lattice.
- **Offering a tiered menu of services to businesses** according to the criteria created in the "Delivery of Services." The identification of targeted industry clusters and current and new members will help to align training, job matching, and other resources. Services will be tailored to the needs of local businesses, and will be marketed via human resource meetings, Missouri Employer Committees/Chambers of Commerce, plant manager organizations, local community organizations, and initiatives of the Board awareness program. The West Central Region will support the State's overall plan for economic growth assisting employers in finding the best qualified applicants for their job openings. At the same time, we will provide job seekers and other customers with information about Missouri's workforce needs.

! **Vision**

The West Central Region will provide a skilled workforce for today's jobs and tomorrow's careers through a seamless delivery system. This strengthens partnership integration, engagement of businesses in the workforce development system, and builds a new relationship to leverage resources such as money, knowledge, and infrastructure.

! **Core Values**

- Delivery of an integrated workforce development system.
- Collaboration in increasing the number of businesses that use workforce products and services: "Market share".
- Commitment to "Co-opetition" (cooperative competition).
- Commitment to usage of "Toolbox" (Internet system) for information sharing.
- Commitment to promotion of "*GreatHires.org*" for employment and training services to businesses and job seekers.
- Commitment to continuous improvement and innovative solutions.

I Goals

- Increase the number of businesses that use workforce products and services.
- Engage usage of “Toolbox” (Internet system) as the primary communication tool.
- Promote *GreatHires.org* for employment and training services to businesses.

See Exhibit 1, the Workforce Development Board’s Business Services Outreach Plan for the West Central Region.

II. WORKFORCE DEVELOPMENT BOARD’S WORKFORCE INVESTMENT PRIORITIES

*Identify the workforce investment needs of businesses, jobseekers, and workers in the local area, and how those needs were determined.**

THE NEEDS OF OUR BUSINESS COMMUNITY

In the West Central Region, we as professionals in the employment and training field, have been monitoring the changing employment needs of America’s businesses and their workers for more than twenty years. The Local Elected Officials, the Workforce Development Board of Western Missouri, Inc., and all our partners recognize the sweeping changes that have occurred as the innovation age has taken hold in America. We diligently monitor the pulse of the changing world, national, state and local economy to ensure that our delivery system is in sync with the needs of our job seekers, current workers and business. We believe in the following assumptions and recognize that they are important factors in designing programs.

- Automation will continue to displace low-skilled or unskilled workers in America’s manufacturing firms and offices. Machines will substitute for increasingly more sophisticated forms of human labor. Firms that develop advanced technology will be able to replace some of their employees with technology or with lower-paid workers in other countries.
- However, the increase in the use of technology and highly developed technological systems will also increase the need for highly skilled, technologically trained people and may, in fact, increase the number of jobs available. The new jobs will be safer, more stimulating and offer higher wages than the jobs that were lost due to technological innovations.

FOUNDATION SKILLS NEEDED BY WIA 4 EMPLOYERS

Basic Skills

Reading
Writing
Math
Listening
Speaking

Thinking Skills

Creative Thinking
Decision Making
Problem Solving
Knowing How to Learn
Reasoning

Personal Qualities

Responsibility
Self-Esteem
Social Skills
Self-Management
Integrity
Honesty

- The best jobs that will be created will be filled by workers who are able to compete for the jobs, obtain the jobs and then prove themselves to be competent workers. Competition for jobs will no longer be among people in a like geographic area but will be among people all over the world.
- The new jobs will require brains rather than brawn and because a physical presence in a particular location at a particular time will become increasingly irrelevant, structural barriers to the employment of particularly women, persons with disabilities, and older Americans will continue to fall away. Many people will be able to determine their own working environments and working hours.

Employers in our labor market area feel as though most major industries will expand their workforce. Due to increased demand for products, goods and services, plus the addition of new businesses locating in our labor market area, there will be a demand for first-class, skilled and serious career minded individuals to expand and enhance our local workforce. The number of workers grew an average of 18.5% in twelve of our counties from 1990 to 1995 with the exception of Chariton County that experienced a 6.9% decline in the number of workers.

According to viable data gathered by survey to determine employer needs, the number one problem experienced by employers almost universally, with regard to the workplace within their business, was the lack of work ethic on the part of their employees. All experienced problems with a lack of commitment to their job, employee absenteeism and an apathetic attitude toward becoming involved in their work.

Another problem that has been brought to our attention is the constant shifting of employment on the part of workers. Because we often experience a shortage of trained workers in our area, businesses often raise their wages to attract not only new workers, but workers from another industry. As the wages rise at another company, workers leave to take advantage of not only the higher salaries, but often better working hours, flexibility and/or better benefits.

To summarize, the Workforce Development Board of Western Missouri, Inc., continuously works with our local business leaders to keep their workforce needs in the forefront of our employment and training system. As their non-addressed needs are identified, we will work to develop more meaningful and appropriate training programs. We already know that the labor market of the near future will demand more highly educated and trained workers who can create and apply sophisticated new technologies. Low skilled workers may still be slightly in demand but these jobs will pay low wages and will not be in career path positions. We recognize that the bar has been raised for the low skilled workers. What was once considered to be a skill level ten years ago is no longer acceptable today. Individuals with skill levels that are not current will not even be afforded interviews, much less employment in today's business community. As even the slowest to change and adapt businesses begin to recognize the need for a new way to do business, dangerous, unsafe, unpleasant and monotonous workplaces will become fewer in number and workers will be challenged to become innovative, creative, and technologically astute.

EMPLOYER NEEDS OF EMPLOYEES IN WIA 4

- **Skilled in new technological methods**
- **Self-motivator**
- **Creative thinker**
- **Innovator**
- **Work ethic**
- **Flexibility**
- **Commitment to job**
- **Team player**

The future of the workforce in the West Central Region of Missouri lies in our ability to build the capacity of local businesses to recognize and seek a solution to the skills gaps that exist within our thirteen county region. Skills gaps exist when the existing workforce has lower skill levels than are necessary to meet the objectives of the business or industry. They also exist when new hires lack skills required for them to perform at their jobs effectively. Skills gaps may exist within a single company or within a group of businesses in a given industry.

Under the Missouri Regional Skills Gap Initiative, the West Central Region has been asked to identify critical labor gaps within the region. We undertake the challenges to identify the resources and strategies available or needed to address those gaps. To carryout our mission, the Workforce Development Board of Western Missouri, Inc., (WDB) has engaged the local chambers of commerce, economic development, education, county commissioners, the University of Missouri Extension offices, veterans' representatives, Missouri Career Center partners, Missouri Employment Council members, human resource management representatives, and numerous other partners. Out of this extensive group, and under the direction of the WDB chairperson and executive director, a local consortium was formed. This consortium continues to work with the regional Business Services Outreach Team to identify and address local workforce needs. The goals of the consortium are directly in line with those identified in the region's Business Services Outreach Plan and the WDB Strategic Plan.

Consortium members have been asked to participate based on their expertise in the field, and the resources they are able to bring to the table. The goal was to have the representation of one or more members from each of the key partner areas, such as education or economic development. Prospective consortium members received skills gap information by mail, along with an invitation to participate. A follow-up phone call offered an opportunity for questions. An introductory meeting to the Missouri Skills Gap Initiative was held on March 10, 2005. Ninety-five community leaders, Career Center partners, business representatives, prospective consortium members and others met to acknowledge the need to identify targeted industries within the region and address the skills gap initiative.

The WDB worked closely with the Division of Workforce Development, the Missouri Training Institute and the Department of Elementary and Secondary Education to design the meeting meant to introduce the regional skills gap initiative and tie it to the Business Services Outreach Plan efforts within the region. Each of the partners named assisted in the facilitation of the meeting. The meeting was well attended. It helped to set the course for the planning phase of the initiative, and engaged multiple partners in the process. It also allowed prospective consortium members to realize the importance of the effort.

Two consortium meetings have been held to date. Both were facilitated by the Missouri Training Institute. At least one additional consortium meeting is planned as a follow up to the planning phase. The Missouri Training Institute will continue to provide technical assistance and guidance as we move toward the implementation phase of the Skills Gap Initiative.

During the Planning Phase, partnering with State Fair Community College (SFCC) gave the region the opportunity to collaborate in the development of a targeted industry business survey. In a parallel effort to obtain workforce information, SFCC included

retail businesses as part of the focus group that would be receiving a survey. Members of the Business Services Outreach Team and WDB staff met with SFCC business management instructors, local economic development and Chamber of Commerce representatives numerous times to design the survey and identify strategies for mailing the surveys to the targeted industry populations in a manner that would allow meaningful data to be collected. These surveys, along with business input obtained through the focus groups, will help the region to meet the goal of identifying the critical skill gaps and resources needed to assist business and industry. The six focus group meetings are tied to the Missouri Career Centers within the thirteen county region, capturing the targeted industries and economic climate of the area. As a result of the focus groups, a services matrix of identified skills gaps has been developed.

The information provided to the West Central Region by the Missouri Economic Research and Information Center (MERIC) has been an integral part of our success to date. The MERIC Missouri Workforce GAP Analysis: Needs Assessment publication as introduced to the 95 in attendance as our March 10th kickoff meeting. MERIC was given an opportunity to present their data to the partners, allowing business and industry to recognize the value of their collective expertise. MERIC's data continues to add focus to and validate our efforts. Their newest information prepared specifically for the West Central Region, the 2002-2012 Industry Outlook Grades, further empowers us to target high-growth industries and those declining industries which may need retraining services. In both cases, skills gaps are certain to exist. As always, there remain median industries which continue to identify business training needs through participation in the focus groups.

Future strategies to address the critical skill gap areas include: a comparison of focus group data across the region; inviting service delivery partners to identify which of the cataloged needs can be addressed through their programs/service; prioritizing the needs of businesses; working with education and other partners to meet the identified needs.

Please see Exhibit 2, MERIC's Gap Analysis; Exhibit 3, West Central Region's Skill GAP Summary; and Exhibit 1, West Central Region's Business Services Outreach Plan for more information.

THE NEEDS OF OUR JOB SEEKERS

Plain and simple, job seekers need suitable jobs. To achieve this, job seekers need tools to locate jobs; accurate information about available jobs; and access to resources, services and training that equip them for jobs. However, as the characteristics and nature of the workforce changes, many job seekers seek post retirement jobs, second earner opportunities, and flexible jobs that accommodate modern lifestyle. Job seekers need a workforce development system that is efficient, organized, comprehensive, and quickly responsive. Characteristics of an effective system include:

- accurate and reliable information on the labor market.
- access to services and resources that assist with finding, getting, and keep jobs.
- training and education.
- knowledgeable, customer-oriented professionals who can provide personalized attention and assistance based upon specific needs.

The needs of job seekers are varied, so the ways of addressing their needs vary as well. Training and education must be provided through multiple approaches tailored to different learning styles and personal circumstances, such as age, disability, caregiver status, ability, and lifestyle.

People looking for employment, whether they are first time job seekers or individuals who have been away from the labor force for a period a time, need to have readily available information to help them through their job search. The philosophy of the Workforce Development Board of Western Missouri, Inc., is to provide the comprehensive services to our customers to assure that they have the tools necessary to get the right wage, with the right potential as soon as possible.

See Exhibit 2, MERIC's Gap Analysis and Exhibit 3, West Central Region's Skill Gap Analysis for more information.

THE NEEDS OF OUR CURRENT WORKFORCE

Technological advances continue to transform the United States workforce and economy. To keep pace, workers must periodically improve their skills, and, as a result, training for employed workers has become an essential part of the new workplace. According to data from the U.S. Bureau of Labor Statistics, for almost 70 percent of all occupations, work-related training is the primary source of education or training. Such training can enable employed workers to advance in their jobs, opening up entry-level positions for others. Furthermore, low-wage workers who receive training can achieve wage gains leading to self-sufficiency.

Training for current workers will benefit business and industry by assisting in the skill development of existing employees, increasing productivity, and the stability of the company. The worker will benefit from the advanced skills that are gained and the ability to stay competitive in the job market.

To ensure that planning continues to meet the requirements of the local workforce, the following has been used and will continue to be used to identify, monitor, review and evaluate needs.

- Regular assessment of workforce needs
 - Skills Gap Analysis
 - Business Service Outreach
 - ✓ Surveys
 - ✓ One-on-one interviews
 - ✓ Focus groups
- Regular review of performance
- Continual review of workforce supply and demand and workforce trends, and
- MERIC information, DWD statistics, DOL, private and public sector agencies, etc.

See Exhibit 2, MERIC's Gap Analysis; Exhibit 3, West Central Region's Skill Gap Analysis; and Exhibit 1, West Central Region's Business Services Outreach Plan for additional information.

III. Local Structure

- A. *Describe the geographical workforce investment area, including the area's major communities, major employers, training and educational institutions in the area (technical and community colleges, universities, etc.), population, diversity of the population, and relevant growth trends.*

A map delineating the region can be referenced on page 1.

WEST CENTRAL REGION DATA

Population: 256,000

Square Miles: 9,178

Counties:

Bates
Benton
Carroll
Cedar
Chariton
Henry
Hickory
Johnson
Lafayette
Pettis
Saline
St. Clair
Vernon

Major Towns:

Sedalia
Clinton
Warsaw
Warrensburg
Carrollton
Lexington
Marshall
Nevada

TRAINING/EDUCATION INSTITUTIONS

State Fair Community College	Sedalia
American College of Hair Design	Sedalia
State Fair Area Vocational Technical School	Sedalia
Central Missouri State University	Warrensburg
Clinton Technical School	Clinton
Lex La-Ray Technical Center	Lexington
Missouri Valley College	Marshall
National American University—Branch	Knob Noster
Park University—Whiteman AFB	Whiteman AFB
State Fair Community College—Clinton	Clinton
State Fair Community College—Marshall	Marshall
State Fair Community College—Warrensburg	Warrensburg
Warrensburg Area Vocational Technical School	Warrensburg
Webster University—Whiteman AFB	Whiteman AFB
Wentworth Military Academy and Junior College	Lexington
Cotter College	Nevada
Crowder College	Nevada
Missouri Welding Institute, Inc.	Nevada
Nevada Regional Technical Center	Nevada
Brunswick School of Auctioneering	Brunswick
Lex La-Ray Technical Center	Lexington
Saline County Career Center	Marshall

MAJOR EMPLOYERS

Some of the large employers in this region include:

Bates County Memorial Hospital
Benton County R-IX Schools
Bothwell Regional Health Center
Central Missouri State University
ConAgra Frozen Food
Excel Corp.
Hayes Lemmerz
Hickory County R-III Schools
Marshall Habilitation Center
SAC-Osage Hospital District #1
Stahl Specialty Company
Tyson Shared Services, Inc.
United States Department of Defense
Wal-Mart Associates, Inc.
Cedar County R-I and R-II Schools
Insight Corp.
Higginsville Habilitation Center
BHA Group, Inc.
Carrollton Specialty Products Company

DIVERSITY OF POPULATION

2000 WEST CENTRAL REGION DEMOGRAPHICS					
County	White	Black	Asian	Other	Hispanic
Bates	16,208	101	25	166	179
Benton	16,830	25	22	114	153
Henry	21,251	225	54	235	201
Hickory	8,717	7	10	77	68
Johnson	43,491	2,089	692	998	1,407
Pettis	36,275	1,197	154	1,139	1,527
Saline	21,387	1,280	84	620	1,050
St. Clair	9,397	22	14	102	95
Cedar	13,263	44	63	166	153
Vernon	19,839	125	63	232	172
Lafayette	31,485	749	82	274	386
Carroll	9,971	177	13	43	73
Chariton	8,100	269	11	23	47
Regional Total	256,214	6,310	1,287	4,189	5,511
Percent	93.67%	2.3%	.4%	1.5%	2.13%

SOURCE: U.S. Census Bureau as posted by MERIC on Great Hires.org

Additionally, each community continually provides information relating to their diversity needs through focus groups, community based organizations, employer-based committees, and public service agencies as well as Local Elected Officials, Board members, and other representatives. The Workforce Development Board strives to identify changing needs through these means as well as statistics provided through other resources including the state.

RELEVANT GROWTH TRENDS

The economy of the West Central Region is on pace with the economy of Missouri as a whole. There has been a varied amount of economic growth in this region during the last ten years, with Benton and Hickory counties leading the region. The population growth since 1990 in the West Central Region was 11.7%, compared to 9.1% for the state. The poverty rate for this area is 14.5%. This compares with 11.8% for the state as a whole. The unemployment rate during 2002 for the West Central Region was 5.9%, above the state's rate of 5.5%. The growth in personal income and per capita income in the West Central Region over the past decade was similar to the growth of the state as a whole. However, per capita income in the region was only \$21,135 during 2001, compared to \$28,221 for the state.

WEST CENTRAL REGION POPULATION					
County	2000 Population	1990 Population	1999 Populations	Change 1990—2000	Change 1999—2000
Bates	16,653	14,978	16,061	11.2%	3.7%
Benton	17,180	13,949	17,345	23.2%	-1.0%
Henry	21,997	20,070	21,288	9.6%	3.3%
Hickory	8,940	7,336	8,728	21.9%	2.4%
Johnson	48,258	42,634	48,053	13.2%	0.4%
Pettis	39,403	35,494	37,110	11.0%	6.2%
Saline	23,756	23,473	22,782	1.2%	4.3%
St. Clair	9,652	8,457	9,276	14.1%	4.1%
Cedar	13,733	12,124	13,395	13.3%	2.5%
Vernon	20,454	19,026	19,488	7.5%	5.0%
Lafayette	32,960	31,072	32,810	6.1%	0.5%
Carroll	10,285	10,734	10,108	-4.2%	1.8%
Chariton	8,438	9,181	8,557	-8.1%	1.4%
Overall Region	271,709	248,528	265,001	9.3%	2.5%

SOURCE: MERIC as part of Great Hires.org Regional Information.

Additional information can be found in Exhibits 2, 6, and 7.

Information regarding projected hiring trends for the Region for 2002-2012 Career Outlooks (job openings) can be found in Exhibits 4 and 5.

B. *Describe the region's economic condition, including the following information by county and the overall region:*

- *average income level;*
- *number and percent of working-age population living at or below poverty level;*
- *unemployment rates for the last five years; and*
- *major lay-off events over the past three years and any anticipated layoffs.*

AVERAGE PERSONAL INCOME LEVEL

West Central Region
Personal Income

County	AVERAGE WAGES	
	Average Hourly Wage	Average Annual Wage
Bates	\$10.25	\$21,324
Benton	\$9.82	\$20,421
Carroll	\$10.65	\$22,149
Cedar	\$9.77	\$20,315
Chariton	\$10.85	\$22,571
Henry	\$12.26	\$25,502
Hickory	\$9.34	\$19,428
Johnson	\$12.78	\$26,573
Lafayette	\$11.05	\$22,976
Pettis	\$12.32	\$25,626
St. Clair	\$9.29	\$19,331
Saline	\$11.90	\$24,749
Vernon	\$12.18	\$25,338
Overall Region	\$10.96	\$22,793

SOURCE: MERIC, Quarterly Census of Employment and Wages, data is for calendar year 2004.

NUMBER AND PERCENT AT OR BELOW POVERTY LEVEL

Adults Age 18-64 Years Below Poverty Level
1990-2000

PERSONS AGE 18-64 BELOW POVERTY LEVEL CHANGE, 1990-2000 POVERTY RATE				
County	2000	1990	Number	Percent Change
Bates	1,196	1,190	6	0.5
Benton	1,455	1,468	-13	-0.9
Carroll	700	738	-38	-5.1
Cedar	1,152	1,104	48	4.3
Chariton	488	534	-46	-8.6
Henry	1,583	1,617	-34	-2.1
Hickory	918	790	128	16.2
Johnson	4,403	3,800	603	15.9
Lafayette	1,495	1,717	-222	-12.9
Pettis	2,692	2,285	407	17.8
St. Clair	972	848	124	14.6
Saline	1,556	1,278	278	21.8
Vernon	1,454	1,503	-49	-3.3
Overall Region	20,067	18,872	1,192	6.3

SOURCE: 1990 and 2000 Decennial Census, Summary File 3

UNEMPLOYMENT RATES
West Central Region
County Unemployment Percentage Rates
2000-2004

County	2000	2001	2002	2003	2004	Average
Bates	4.6	6.0	7.3	7.4	7.4	6.5
Benton	6.7	8.0	7.5	7.5	7.2	7.4
Carroll	3.4	4.8	5.6	5.5	4.9	4.7
Cedar	3.5	5.0	6.2	7.2	6.0	5.6
Chariton	4.4	6.8	7.6	6.6	6.3	6.2
Henry	3.6	5.7	6.0	8.0	6.7	6.0
Hickory	7.8	8.3	7.8	9.9	9.4	8.6
Johnson	2.9	3.5	4.0	4.0	3.8	3.6
Lafayette	3.5	4.5	5.5	5.5	5.4	4.9
Pettis	3.4	6.2	6.4	5.9	5.3	5.4
Saline	2.8	5.3	6.1	5.2	7.8	5.4
St. Clair	4.1	5.6	6.3	7.7	6.2	6.0
Vernon	2.9	3.7	5.5	5.0	5.0	4.4
Overall Region	4.1	5.6	6.3	6.6	6.3	5.7

SOURCE: MERIC

MAJOR LAY-OFF EVENTS/* ANTICIPATED LAYOFFS

Since January 1, 2002

Company	County	Year	# Laid Off	Company	County	Year	# Laid Off
Thriftway	Lafayette	2003	20	Gilcrest Equipment	Johnson	2003	35
Bradshaw Group	Benton	2002	27	Quinn Concrete	Saline	2005	35
Gardner Denver	Pettis	2003	16	Dunbrooke	Cedar	2003	90
JC Penney	Henry	2003	14	Hardees	Henry/Saline/ Lafayette	2004	40
Rival Manufacturing	Henry	2003	400	Rival Manufacturing	Saline	2003	67
Show Me Challenge	Vernon	2003	50	Jacks Landing	Lafayette	2003	12
MPI, Inc.	Pettis	2003	27	Oscro Drug	Pettis	2004	11
Hi Style	Lafayette	2003	19	Duckwall Variety	Chariton	2003	6
TJ's Sports	Johnson	2004	6	Multifoods	Pettis	2003	59
GETS Signaling	Johnson	2002	187	Spiegel	Lafayette	2004	10
Family Shoes	Lafayette	2004	3	Golden Corral	Henry	2004	10
Pride Cleaners	Johnson	2003	5	Aldis	Vernon	2003	7
Warehouse Shoes	Vernon	2003	3	Taco Bell	Lafayette	2003	5
Beckemeier Lumber	Chariton	2004	8	Pioneer Seed	Lafayette	2002	10
BHA Group	Saline	2003	70	Prairie Hill Furniture	Vernon	2004	27
JC Penney	Saline	2004	11	Prenger Foods	Chariton	2003	8
Pamida	Lafayette	2004	6	Pamida	Saline	2005	8
Samsonite Outlet	Lafayette	2005	4	Farberware Outlet	Lafayette	2005	4
Masters Touch Books	Johnson	2004	4	KFC	Lafayette	2004	4
Marley Towers	Lafayette	2004	7	Ambers Restaurant	Lafayette	2004	8
Visteon	Lafayette	2004	16	Old Plantation	St. Clair	2004	5
Palace Restaurant	Lafayette	2005	5	Payless Shoes	Saline	2004	3
Van Huesen Outlet	Lafayette	2005	4	Thorco	Bates	2003	24
Osh Kosh Outlet	Lafayette	2005	6	Milbank, Inc	Lafayette	2005	24
Hammons Industries	St. Clair	2005	25	Burger King	Saline	2005	5
Corder Manufacturing	Lafayette	2004	8	Mikasa Outlet	Lafayette	2005	7
Cargill	Saline	2005	17	Wendy's	Saline	2005	6
Hayes Lemmerz	Pettis	2003	9	* Casual Corner Outlet	Lafayette	2005	6
				* Crouch Optical	Henry	2005	5
Overall Region Total Laid Off-----1,515							

- C. *Describe the process used by the local board to provide an opportunity for public comment, including comment by representatives of businesses and labor organizations, and input into the development of the local plan, prior to submission of the plan.*

REVIEW AND COMMENT PROCEDURE

This plan has been made available for review and comment to the general public, businesses and industry, and representatives of local labor organizations for thirty days prior to submission to the Governor. Notices of availability were published on or about June 20, 2005, in major newspapers throughout the thirteen counties and were posted in courthouses and other public areas. A copy of the plan is available at the main office of the Workforce Development Board of Western Missouri, Inc., 2905 West Broadway, Sedalia, MO 65301.

The Board being 51% private sector with two representatives from labor organizations and numerous other agencies provided input into the development of the plan through the provision of local information, need, and activities. As active members of their respective communities and the Board, these individuals continually assist the Local Elected Officials and staff in designing appropriate services and operations that will best meet the needs of the Region.

- D. (A comprehensive one-stop center is defined in 20 CFR 662.100(c) as a physical center "that must provide the core services specified in WIA Section 134(d)(2) and must provide access to other programs and activities carried out by the one-stop partners.") *Identify the local comprehensive one-stop center(s), including current mailing and street addresses, telephone and fax numbers and list them in Attachment I to the local plan.*

See Attachment I

- E. *Identify the one-stop partners that are physically located at the comprehensive center(s) and the services provided by these partners and list them in Attachment I to the local plan.*

See Attachment I

- F. (According to 20 CFR 662.100(d)(1), affiliate one-stop sites "can provide one or more partners' programs, services and activities at each site.) *Identify the local affiliate one-stop sites, including current mailing and street addresses, telephone and fax numbers and list them in Attachment I to the local plan.*

See Attachment I

- G. *Identify the one-stop partners that are physically located at the affiliated sites and the services provided by these partners and list them in Attachment I to the local plan.*

See Attachment I

IV. ECONOMIC AND LABOR MARKET ANALYSIS

- A. *Identify the current and projected employment opportunities in the local area.*

See Exhibits 4 and 5.

- B. *Identify the job skills necessary to obtain current projected employment opportunities.*

See Exhibits 4 and 5.

V. OVERARCHING LOCAL STRATEGIES

- A. *Include the findings from the “Missouri Regional Skills Gap Analysis” planning phase, as well as any strategies that have been developed for implementing the needed training to fill these skills gaps. These findings should include high-growth, high-demand employment opportunities within the region, as defined in the national direction.*

See Exhibits 1, 3, 4, and 5.

The Workforce Development Board will design a plan to address identified critical skills gaps in concert with partners and the Business Marketing Plan as not to duplicate future services being planned and to perform activities in a cost effective and efficient manner. All potential employment opportunities will be addressed, with a targeted emphasis being placed on those nationally identified high-growth, high-demand occupations that are reflected in our Region.

Our plan will address:

- Young workers
- Competencies needed and career growth
- Customized training initiatives, including apprenticeships
- Identifying under utilized labor pools
- Addressing local declining occupations
- Approaching and utilizing more businesses
- Updating current workforce skills

- B. *Describe the local board's policy on providing apprenticeships. (Additional information regarding apprenticeships can be found in Addendum B to this planning guidance, as well as at www.doleta.gov/atels_bat).*

The Workforce Development Board is committed to providing apprenticeships to its customers. Representatives of the Workforce Development Board consistently meet with labor representatives and actively attend related meetings and conferences to expand our relationship with apprenticeship activities. Though the availability of local apprenticeships in the West Central Region are limited, the Region's representatives from the U.S. Department of Labor Bureau of Apprenticeship and Training are invited to WIB meetings, to attend job fairs and conferences, and arrange to work directly with career center staff,

including business representatives. The Workforce Development Board will encourage business and academic institutions to advance apprenticeship sponsorships.

VI. MAJOR LOCAL POLICIES AND REQUIREMENTS

A. *Identify the local area's policy for supportive services and/or needs based payments to enable individuals to participate in Title I activities. This policy should address how resources and service coordination is managed in the local area and the procedures for referrals to services. In addition, this policy should identify:*

- *How such services will be funded when they are not otherwise available from other sources;*

Supportive Services shall be available to all registered participants (Adult, Dislocated, and Youth participating in Core Assisted, Intensive, and Training Services) as appropriate. Participants *must* be actively participating in approved services and be *unable* to obtain such supportive services through other programs which provide such types of services. Supportive Services may include assistance with transportation, childcare and/or dependent care needs, housing, and needs related payments. *(Needs-Related payments will be for adults only, who are unemployed, not receiving unemployment compensation or have ceased to qualify for such, and are needed for the individual to be able to participate in work investment activities.)* All determinations, payments, and related information must be documented and maintained in the participant's file, as appropriate.

At a minimum, an individual must receive an Initial Assessment as a core service before receiving support services or any other Title I services. The Initial Assessment determines the individual's skill levels, aptitudes, abilities, and supportive services needs. Based on the knowledge of available services and the needs of the individual, referrals will be made to other agencies as appropriate. The decision to provide services and timing of their delivery will be on a case-by-case basis depending on the need, participation, and availability of funds. All services are on a made through a documented cost reimbursement system. The Toolbox, telephone, one-on-one, and meetings will be used to coordinate services that are funded by other sources/agencies.

Also, see Exhibit 8.

(All support services are based on funding availability, individual need (lack of other funding, limited resources, hardships, etc.), relationship to training/services, documentation (verified attendance/activity, receipts, etc.), and are made on a cost reimbursable basis.)

- *The services that may be provided:*

See Exhibit 8.

- *Documentation required for requesting service;*

Allowable reimbursement/payment will be made upon documentation of verified attendance/activity, receipts, or other acceptable verifiable documentation.

All support services are based on funding availability, individual need (lack of other funding, limited resources, hardships, etc.), relationship to training/services, documentation (verified attendance/activity, receipts, etc.), and are made on a cost reimbursable basis.

- *The maximum amount of funding and length of time for supportive services or needs-based payments to be available to participants; and*

See Exhibit 8.

Payments may be made throughout participation in Title I activities based on individual's need, appropriate documentation and availability of funds.

- *Procedures (if any) established to allow one-stop operators to grant exceptions to the limits established.*

Requests can be made to the WDB to grant waivers to limits on Supportive Services and/or Needs-Based payments. Justification for the request must be provided at time of submission.

- B. *Identify the maximum dollar amount for all supportive services combined per participant.*

See Exhibit 8.

- C. *Describe the criteria to be used by the local board, under 20 CFR 663.600, to determine whether funds allocated to a local area for adult employment and training activities under WIA sections 133 (b)(2)(A) or (3) are limited, and the process by which any priority will be applied by the one-stop operator.*

The Workforce Development Board of Western Missouri, Inc., recognizes that funding through the Workforce Investment Act of 1998 is limited and has therefore adopted the following policy regarding giving priority for access to service.

In the event that the funds are allocated to the Workforce Development Board for adult employment and training activities are limited, priority for intensive and training services funded with the Title I adult funds must be given to recipients of public assistance and other low income individuals in our area.

First priority will be given to adults who are recipients of public assistance and other low-income individuals. Low-income individual means an individual who:

- Receives, or is a member of a family that receives cash payments under a federal, state, or local income-based public assistance program;
- Received an income, or is a member of a family that received a total family income, for a six-month period prior to application for the program involved, exclusive of unemployment compensation, child support payments, cash payments as described previously, and old-age and survivors insurance benefits received under section 202 of the Social Security Act [42 U.S.C.402] that, in relation to the family size, does not exceed the higher of:
 - The poverty line, for an equivalent period; or
 - 70 percent of the lower living standard income level, for an equivalent period.
- Is a member of a household that receives (or has been determined within the prior six-month period to application for the program involved to be eligible to receive) food stamps, pursuant to the Food Stamp Act of 1977 (7U.S.C.2011 et seq.);
- Qualifies as a homeless individual as defined in subsection (a) and (c) of section 103 of the Stewart B. McKinney Homeless Assistance Act (42 U.S.C. 11302);
- Is a foster child on behalf of whom state or local government payments are made; or
- In cases permitted by regulations promulgated by the Secretary of Labor, is an individual with a disability whose own income meets the requirements for cash payment or income level requirements as described above, but who is a member of a family whose income does not meet such requirements.

Second priority will be given to unemployed individuals who are not recipients of public assistance or low-income individuals but who do possess barriers to employment with those possessing a higher number of barriers being given preference to intensive and training services over those with less barriers.

The Workforce Development Board has determined that the following barriers will apply:

- School Dropout—an individual who is not attending school and has not received a high school diploma or GED certificate;

- Basic Skills Deficient—an individual whose English, reading, writing, or computing skills are at or below the 8th grade level on a generally accepted standardized assessment instrument or a comparable score on a criteria-referenced test;
- Offender—an individual who has a record of arrests or conviction of a misdemeanor or felony;
- Older Individual—a person 55 years of age or older;
- Long-term Unemployed—an individual who has not been employed for 15 out of the past 26 weeks, concurrently or consecutively, including those that have quit or were fired;
- Lacks Significant Work History—an individual that has not worked full-time or part-time for the same employer longer than three consecutive months in the prior two-year period;
- Limited English Proficiency—an individual who is unable to communicate in English (for a person whose native language is not English);
- Veteran—an individual who served in active duty in the military, naval, or air service and was discharged, separated, or released with other than a dishonorable discharge or was discharged or released from active duty for a service connected disability;
- Substance Abuser—an individual who abuses alcohol or other substances;
- Migrant and Seasonal Worker—an individual whose farm work experience during the preceding 24 months required travel such that the worker was unable to return to his or her resident in the same day;
- Parenting Teen—an individual who is currently a teen parent or became a parent prior to reaching age 20; and/or
- Unique cases as approved by authorized staff of the Workforce Development Board.

In addition, even if the family of a disabled individual does not meet the income eligibility criteria, the disabled individual will be considered a low-income individual if the individual's own income:

- Meets the income criteria established under the Workforce Investment Act (section 101(25)(b)).

or

- Meets the income eligibility for cash payments under any federal, state, or local public assistance program (section 101(25)(F)).

The priority for use of adult funds does not apply to funds specifically allocated as dislocated worker funds.

Also See Exhibit 9.

- D. Define the sixth eligibility criteria for youth, described in WIA section 101(13)(C)(iv) as “an individual who requires additional assistance to complete an educational program, or to secure and hold employment.”*

See Exhibit 10.

- E. Describe how veteran’s priority, as required by Public Law 107-288 will be incorporated into all programs.*

“Veterans” priority is a requirement in all programs funded wholly or in part by DOL. Priority will be measured in terms of enrollment in affected programs. Referral to the DVOP/LVER does not constitute priority of service.

For all programs with statutory requirements, veterans must meet the program eligibility requirements in order to obtain priority of service.

In the WIA Adult and Dislocated Workers Programs, the current law requires that first priority for intensive and training services be given to public assistance recipients and low-income individuals when adult funds allocated to a local area are limited. In regard to veterans, the priority of provision of services is established as follows: First to be served will be public assistance recipients and low-income individuals who are also veterans. The second group to be served will be public assistance recipients and low-income non-veterans. Among participants who are not public assistance recipients or low-income individuals, veterans will receive priority over non-veterans.

Additionally, in those programs where targeting of groups are discretionary or optional priorities at the local level, veterans’ priority takes precedence over those optional or discretionary priorities. Veterans’ priority is applied in advance of the opportunities and services provided to the population group covered by the optional priority.

Provision of Information to Covered Individuals

Each provider will provide information regarding priority of service to covered persons regarding benefits and services that may be obtained through other entities or service providers and ensure that each covered veteran or eligible spouse who applies to or is assisted by any covered program is informed of the employment related rights and benefits to which the person is entitled.

Program Registration

When there is a registration requirement associated with receipt of services for an impacted program or grant, collection of the individual's veteran status is required. GreatHires.org, Missouri's automated public labor exchange system, provides the opportunity for veterans to self-declare veterans status. In addition, Toolbox collects veterans data during intake and assessment."

Public Law 107-288 and RSMo 285.235 and 285.237 has been incorporated into all Title I contracts with program operators through WDB Issuances. Each Career Center utilizes the preference requirements.

F. Identify the funding limit for individual training accounts (ITAs).

The following ITA funding limits apply but may be waived by the WDB.

<u>Youth</u>	<u>Adult</u>	<u>Dislocated</u>
N/A (no ITA funds)	Average of <u>\$3,000</u>	Average of <u>\$5,000</u>
	Maximum of <u>\$5,000</u>	Maximum of <u>\$8,000</u>

G. Describe how the local region will ensure that the full array of one-stop services are available to all individuals with disabilities, so that these services are fully accessible.

The Workforce Development Board and its partners diligently ensure accessibility and usefulness of our local Career Centers to all individuals including those with special needs or limitations. All of our Career Center facilities meet the Adults with Disabilities Act (ADA) requirements. In addition, full service sites are equipped with Telecommunication Devices for the Deaf (TDD), as well as specialized devices for the blind. The WDB has also translated our local Complaint and Grievance into Braille and is preparing to provide it and several other documents in Spanish and Ukrainian.

Several local Career Centers have staff who also speak Spanish. The local educational agencies, partner agencies, and other agencies (churches, established clubs, etc.) specifically catering to diverse groups are utilized to assist in interpreting/translating when needed and as appropriate. These services are requested verbally and usually by appointment.

Also see Exhibit 12.

H. Describe how the local region will ensure that the full array of one-stop services are available to all individuals with limited English proficiency.

As stated previously, several local Career Centers have staff who also speak Spanish. We also have staff who speak German. In addition, we utilize the local education agencies, partner agencies, and community organizations to assist us in providing information and assistance to those individuals with limited English proficiencies. Also see section VI. H.

- I. *Describe how the local region promotes integration of services through dual enrollment processes.*

In cooperation with Wagner Peyser staff, many individuals determined to be in need of more dedicated/direct services are referred to WIA Title I staff. In addition, we receive and make numerous referrals to our partner agencies to ensure all avenues of available funding are explored and individuals are afforded an expanse of information to ensure success. Partners include Job Corp, educational agencies, Family Support Division, veteran programs, etc. (see Attachment VI—MOUs). Dual enrollment into WIA Title I will be coordinated by staff and after all other means of appropriate funding has been exhausted and based on individual need and the ability of program to benefit the individual to ensure a cost effective use of taxpayer dollars.

Concurrent Participation of Both Youth and Adult Programs

Under the Act, eligible youth are 14-21 years of age. Adults are defined in the Act as individuals age 18 and older. Thus, individuals ages 18 through 21 may be eligible for both adult and youth programs.

Based on need, eligible individuals who are 18 through 21 years old may participate in adult and youth programs concurrently. Such individuals must be eligible under the youth and adult eligibility criteria applicable to the services received. Local program operators must determine, for individuals in this age group, the appropriate level and balance of youth and/or adult services without duplication of costs or services.

Local program operators must identify and track the funding streams which pay the costs of services provided to individuals who are participating in youth and adult programs concurrently.

- J. *List the local credentials that the board has approved, to include: issuing entity, requirements to earn credential, and the expiration date (if any) of the credential.*

ATTAINMENT OF A RECOGNIZED CREDENTIAL IS AS FOLLOWS:

A certificate, diploma, degree, or statement of competency awarded by an eligible training provider which is on the state approved list required under section 122 of the Workforce Investment Act.

Completion or attainment of any of the following:

- ✓ High School diploma;
- ✓ General Education Development (GED); or
- ✓ Certificate, diploma, associate, bachelor, graduate or higher degree issued by an institution of higher education that is legally authorized to offer post secondary education.

A locally defined and documented credential which meets the following criteria:

A certificate or diploma awarded by a training provider (including On-the-Job Training [OJT], Work Readiness, Leadership Skills, Short-term Pre-Vocational, and Job Search) that has undertaken the following;

- Identified the specific competencies, tasks, or skills attained by the participant. The competencies, tasks, or skills shall be:
 - ✓ Identified by employer, WDB, and/or authorized personnel input at the national, state, regional, or local level;
 - ✓ Reviewed on an annual basis or periodic basis that is specified;
 - ✓ Developed and implemented training to support instruction on the competencies, tasks, or skills; and
 - ✓ Confirmed attainment or completion of competency, tasks, or skills through valid and reliable testing or demonstration of competency, tasks, or skills.

JOB SEARCH AND PLACEMENT ASSISTANCE (Adult and Dislocated)—WDB Credential

- Resume Completion (copy in file)
- Application Completion
- Interviewing Skills
- Cover Letter
- Appropriate Dress/Appearance
- Employment Expectation
- Use of Classified Ads for Job Search
- Use of Internet for Job Search

WORK EXPERIENCE INCLUDING INTERNSHIPS (Adult, Dislocated, and Youth)—WDB Credential

Job Specific skills directly related to employment placement.

LEADERSHIP (Life/Survival Skills Training) **SKILLS** (Youth)—WDB Credential

- ✓ Math
- ✓ Application Completion
- ✓ Work Ethics
- ✓ Identification of Current Skills
- ✓ Personal Appearance
- ✓ Interview Tips
- ✓ Employer Expectation
- ✓ Job Search Techniques

ON-THE-JOB TRAINING (Adult and Dislocated)—Employer Approved—Credential Issued by WDB

Job Specific skills directly related to employment/job.

Endorsement of the local Workforce Investment Board (WIB). In endorsing the credential, the WIB shall confirm:

- Initial and periodic employer involvement;

- Use of curriculum or instruction consistent with the competency, tasks, or skills for which the credential is issued; and
- Use of testing or demonstration of competence that reasonably confirms that the competencies, tasks, or skills have been obtained.

VII. INTEGRATION OF ONE-STOP SERVICE DELIVERY

One of the primary expectations of the workforce system under the WIA statutory framework is a seamless, integrated one-stop delivery system. The expectation for an integrated service delivery system remains firmly embedded as a key principle of a demand-driven workforce system. The goal of integration is to ensure that the full spectrum of community assets is used in the service delivery system to support human capital solutions for businesses, industry, and individual customers.

A. *Describe the one-stop delivery system in the local region, including:*

1. *A description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants.*

Information gathering about the workforce investment needs of businesses, job seekers and current workers in our area is an on-going process of collecting data, analyzing and interpreting that information and evaluating current program delivery to meet recognized challenges and changes. The information used to develop a strategic plan is not collected in a short period of time, but is a product of accumulated data used by the Workforce Development Board to design best practices in program development.

The Workforce Development Board and its partner agencies continually evaluate current systems, reassess the employment needs of our area and lead initiatives for change. This group is comprised of Local Elected Officials, Workforce Development Board representatives, representatives of local business and industry as well as local organized labor professionals and our One-Stop Career Center partners. A great deal of thought and significant time is consistently being appropriated to ensure that our system is operating to meet all the needs of our area.

The Workforce Development Board of Western Missouri, Inc., in concert with our local elected officials, has carefully designed a unified employment and training system that we feel certain will increase the employment, retention, and earnings of participants, and as a result improve the quality of the workforce, reduce welfare dependency and enhance employee productivity and competitiveness in our area. The Board takes seriously the role as decision-maker and leader for the entire workforce/employment and training system in our thirteen counties. We understand that our organization can be more successful if we have excellent results and satisfied customers.

Our customers (business and job seekers) have employment and training needs that can be met through our system. Our focus will be to meet those needs at every level within our organized system. To achieve this goal, we will constantly measure and improve our processes and structures, all of which contribute to customer satisfaction and organizational excellence.

Our thirteen county area does not stand alone in the state of Missouri. We border other workforce investment areas and border Kansas. It is our goal to reach vigorous shared visions and goals with our neighbors to ensure that participants receiving services in one area can find employment results in a closely aligned labor market are made larger because of our cooperate efforts.

Each One-Stop Operator consortium will be responsible for working toward strengthening the leadership capabilities in the center and providing for continued excellence in human resource management. Each One-Stop Career Center will be responsible for conducting annual strategic planning and considering both process and issues management. The goal of each planning session will be to continuously improve the way the success is measured with regard to not only customer satisfaction but financial performance, product and service quality, human resource performance, supplier and partner performance and public responsibility.

2. *Describe how all partner agencies will strengthen their integration of programs and services so that it provides a more seamless system; and*

The WDB expects all agencies to continue to work toward full integration of services with an emphasis on business and addressing skills gap. (See Exhibits 1 and 3.)

It is anticipated that each Career Center meet at least quarterly to report activities and provide dialogue on pressing workforce issues. Items identified as needing attention by the Board will be presented at WDB full Board meetings.

All partners are encouraged to have weekly meetings at Career Centers to discuss common customers, available funding and services, potential shared funding, etc. These types of meetings are targeted to enhance a more integrated, seamless service system.

3. *A copy of each Memorandum of Understanding (between the local board and each of the one-stop partners) concerning the operation of the one-stop delivery system in the local area. * (This should be included as Attachment 6 to the local plan.)*

Copies of the MOU can be found in Attachment VI.

- B. The expectation is that the local region will involve business, organized labor, local public officials, community-based organizations, WIA service providers and other stakeholders in the development and review of this plan. *Describe the plan development process, including how input for the plan was obtained by all the partners involved in the Memorandum of Understanding (MOU).*

The WDB which includes representatives from local business, organized labor, community board organizations, WIA service providers, Career Center partners, and other stakeholders in concern with Local Elected Officials hold an annual strategic planning session to assist in the development of the local system. This includes planning for WIA services, the MOU(s), business and customer needs, community needs, etc. The activities for the identified needs are to be reviewed at every full Board meeting.

Also see Sections III. C. and VII. A.

VIII. ADMINISTRATION AND OVERSIGHT OF THE LOCAL WORKFORCE INVESTMENT SYSTEM

- A. *Identify the one-stop operator(s) for the comprehensive and affiliate one-stop centers in the region.*

See Attachment VI.

- B. *Identify the members of the local WIB, the organization or business they represent, and the area (i.e., business, education) in Attachment II to the local plan.*

The Board members and their representation can be found in Attachment II.

- C. *Include a copy of the local WIB's current by-laws in Attachment III to the local plan.*

The WDB's current By-Laws can be found in Attachment III.

- D. *If applicable, include a copy of the region's Performance Improvement Plan (PIP) for any sanctions they have been given, as well as an update on the effectiveness of the PIP's strategies. The PIP should be included as an attachment to this plan.*

The Workforce Development Board is not currently under any sanctions and therefore does not have a PIP regarding such.

IX. SERVICE DELIVERY

- A. One-Stop Service Delivery Strategies

Describe how the local region is assisting customers in making informed choices based on quality workforce information and accessing quality training providers.

Full Service Missouri Career Centers are located in Clinton, Lexington, and Nevada. Affiliate sites are located in Marshall, Sedalia, and Warsaw. The

Workforce Development Board has authorized the re-establishment of a Missouri Career Center in Warrensburg. Efforts will be undertaken for one-stop certification upon opening. Additionally, the WDB anticipates an application for Full Service Status for the center in Sedalia.

Customer Service is of utmost importance to our employers, the unemployed, the employed and those seeking employment information who access the services at the Career Center. Our Career Centers offer a unique feature of self-service information search services provided in our Center resource rooms. Information is available about the labor market (local, state, and global) information, agency resource directories, occupational training information, financial aid information, self-assessment instruments, job search books and tapes as well as access to several on-line job search/job bank websites.

Each Career Center will make available to customers the State list of eligible providers. The list will include a description of the programs through which the providers may offer services, the information identifying eligible providers performance and cost information about the eligible providers.

Our system is currently configured to be a valuable resource for individuals at any point along their career path. There is the obvious involvement at the entry-level point in a person's career life. Entry into employment, however, may not just be the first job out of school. With the changing nature of the workforce, entry may be at a later stage in a person's life when barriers to employment can be broken down and the decision to work is made. Whenever this decision is made, a determination that help is needed requires a connection with those that are in the business to help.

Individuals referred to and indicating an interest in wanting to become a part of training programs will have a great deal of resource material available to them in order to help them choose the appropriate training provider. Each Career Center will provide to a potential skill training participant the approved state list of eligible providers of training services. Further information, including a description of the program requirements, and the success rates of completers will also be available. Information about the training providers of On-the-Job Training and Customized Training will be available. Customers may be provided with information regarding performance and performance cost information relating to the eligible providers of training services. This creates a market-based system for training service and presents a level-playing field for a wide array of providers, both large and small, public and private.

B. Adults and Dislocated Workers

1. *Provide a description and assessment of the type and availability of all adult and dislocated worker employment and training activities in the local area.*

[Adult/Dislocated Worker Services](#)

The WIA provides for a continuum (system does not allow for the exclusion of one level before moving to the next level) of service delivery that includes three levels of services: (1) core services; (2) intensive

services; and (3) training services. All persons will have access to core employment-related information and self-service tools without restrictions or additional eligibility/documentation requirements, assuming sufficient funds are available. Those core services that are not primarily informational and must be staff-assisted will require WIA registration (eligibility). Intensive services and training will also require WIA registration. The intensive services will only be provided when a determination is made that unemployed eligible individuals are not or would not be able to obtain employment after receiving the basic core services, or when employed individuals are determined to be in need of intensive services to obtain or retain employment that allows for self-sufficiency. Similarly, training services are only allowable after a determination that the individual is unable to obtain or retain employment that leads to self-sufficiency through intensive services. *(The Workforce Development Board of Western Missouri, Inc., defines “employment that leads to self-sufficiency” for adults, as employment that pays at least the lower living standard income level [the term “lower living standard income level” means that the income level is determined annually by the Secretary of Labor based on the most recent lower living family budget issued by the Secretary]. Self-sufficiency for a dislocated worker is targeted as replacing the lay-off wage.)*

Many of the core services will be low cost, self-service and consist primarily of information and not require registration. In contrast, core-assisted, and training services will be more costly, require significantly more staff investment, and thus, justify a different measurement system that calls for registering and tracking individuals throughout their program participation. Services are divided into:

- ✓ Core Self-Service and Informational
- ✓ Core Services (for registered, eligible participants)
- ✓ Intensive Services (for registered, eligible participants)
- ✓ Training (for registered, eligible participants)

Services/Activities

At a minimum, the selected Subcontracting Agency will be responsible for making the following Core Services available through the area's one-stop delivery system.

CORE, Self-service, and Information

- Determination of eligibility/need to receive WIA and/or other assistance;
- Outreach, intake (which may include worker profiling), and orientation to the information and other services available through the one-stop delivery system;
- Initial assessment of skill levels, aptitudes, abilities, and supportive service needs;
- Provision of employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including—

- ✓ Job vacancy listings in local labor market area,
 - ✓ Information on job skills necessary to obtain the area's vacant jobs, and
 - ✓ Information relating to local occupations in demand and the earnings and skill requirements for such occupations;
- Provision of performance information and program cost information on eligible providers of training services;
- Provision of information regarding how the local area is performing under the local performance measures and any additional information with respect to the area's one-stop delivery system;
- Provision of accurate information relating to the availability of supportive services, including child care and transportation that is available in the local area and referral to such services, as appropriate;
- Provision of information regarding filing claims for unemployment compensation; and
- Information and referral to:
 - ✓ The Career Assistance Program (Temporary Assistance for Needy Families [TANF] as defined by the Missouri Family Support Division) and
 - ✓ Available programs of financial aid assistance for training and education programs not funded under the Workforce Investment Act.

CORE Assisted Services (Registration and eligibility/documentation required.)

- **Initial Objective Assessment (OA);**
- **Individualized job development;**
- **Job search and placement assistance, and where appropriate, career counseling;**
- **Workshops and Job Clubs;**
- **Case Management;**
- **Screening of applicants for referrals to employers (testing, background checks, etc.);**
- **Supportive Services**, as appropriate; and
- **Follow-up services**, including counseling regarding the workplace.

At a minimum, an individual must receive an Initial Assessment as a core service before receiving intensive services. The Initial Assessment determines the individual's skill levels, aptitudes, abilities, and supportive services needs. (Appropriate work searches must be done by the individual to substantiate the need for intensive services as part of the Core Service and documented.) The decision to provide other core services and timing of their delivery may be made on a case-by-case basis depending upon the needs of the participant. A determination of the need for intensive services, as established by the Initial Assessment, must be contained in the participant's case file.

The Workforce Development Board of Western Missouri, Inc., has determined that it will take a minimum of one (1) hour per participant to complete the Initial Objective Assessment (participation in Core Services) before receiving any other Core Assisted or Intensive Services.

INTENSIVE SERVICES (Registration is required. Intensive Services may only be conducted after eligibility is determined and Core Assisted Services have been provided.)

Intensive Services must include at a minimum:

- The **Development of an Individual Employment Plan** to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve their defined employment goals;
- **Case Management**; and
- **Supportive Services**, as appropriate.

Other Intensive Services may include:

- **In-depth interviewing and evaluation** to identify employment barriers and assist in identifying appropriate employment goals,
- **Comprehensive Assessment/diagnostic testing** and use of other assessment tools,
- **Individual counseling and career planning**,
- **Short-term prevocational services** including the development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct in order to prepare the individual for unsubsidized employment or training,
- **Case Management**
- **Relocation expenses**,
- **Out-of-area job search** expenses,
- **Internships**,
- **Work Experience**, and
- **Follow-up Services**.

At a minimum, the case manager must develop an "Individual Employment Development Plan" with the individual ***before the individual may receive any additional intensive or training services.*** (The individual will also need to search for employment, and documentation of such must be on file.) The case file must contain a determination of the need for additional intensive services and/or training services, as identified in the Individual Employment Plan.

The Workforce Development Board of Western Missouri, Inc., has determined that it will take a minimum of one (1) hour per person to complete the Individualized Employment Development Plan (Intensive Services) before receiving any other Intensive or Training Services.

TRAINING SERVICES may only be conducted after Core and Intensive Services have been provided and a need for training services has been substantiated.)

Training Services may include:

- **Occupational Training/Classroom Skill Training** including non-traditional training using Individual Training Accounts (ITAs). The WDB provides opportunities for customer choice through the provision of ITAs to eligible individuals through the one-stop delivery system when selecting a training provider. The West Central Region utilizes the State Eligible Training Provider List accessible through GreatHires.org, to help eligible individuals identify approved training sites and educational programs. Subcontracting Agencies shall use the Department of Elementary and Secondary Education developed Individual Training Account form [DESE-6] and any related documents when submitting a request for eligible individuals to receive classroom training assistance. Only approved ITA sites and training identified on the State Eligible Training Provider List (site) will be allowed.
- **On-the-Job Training (OJT)** is as the name implies, training that is conducted while on the job. OJT is provided by an employer in the public, private non-profit, or private section. A contract will be developed between the employer and the Subcontracting Agency. Reimbursement of up to 50 percent of the wage (excluding holidays, over-time, and/or shift differentials) to assist in off-setting the employer's training costs. The Subcontracting Agency will not be allowed to contract with an employer who has previously exhibited a pattern of failing to provide OJT participants with continued long-term unsubsidized employment that has wages, benefits, and working conditions that are equal to those provided to a regular employee who has worked a similar length of time and is doing the same type of work.

An OJT contract must be limited to the period of time required for a participant to become proficient in the occupation for which the training is being provided. In determining the appropriate length of the contract, consideration should be given to the skill requirements of the occupation, the academic and occupational skill level of the participant, prior work experience, and the participant's individual employment plan.

- **Training that combines workplace training with related instruction**, which may include cooperative education programs.
- **Training that is operated by the private sector.**
- **Skills upgrading and retraining.**
- **Job Readiness training.**

- **Entrepreneurial Training.**
- **Adult Education and literacy activities provided *in combination*** with any of the above listed training activities.
- Supportive Services, as appropriate.
- **Customized training** conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training. The employer must pay for not less than 50% of the cost of the training.
- **Customized Screening and Referral.**
- **Follow-up Services.**

CASE MANAGEMENT shall be a part of all registered services (Assisted Core, Intensive, and Training services) unless otherwise approved. Case Management will be the provision of a customer-centered approach in the delivery of services, designed:

- to prepare and coordinate comprehensive employment plans, such as service strategies, for participants to ensure access to necessary workforce investment activities and supportive services using computer-based technology where feasible; and
- to provide job and career counseling during program participation and job placement.

FOLLOW-UP SERVICES shall be a part of all registered services (Assisted Core, Intensive, and Training services) and shall be conducted for a minimum of twelve (12) months after exit from the Adult and Dislocated Worker Program. Follow-up services may include, but are not limited to:

- Regular contact with a participant's employer including assistance in addressing work-related problems that may arise;
- Assistance in securing better paying jobs, career development, and further education;
- Work-related peer support groups;
- Mentoring; and
- Tracking the progress of the individual in employment after training is completed.

SUPPORTIVE SERVICES shall be available to all registered participants (those participating in Assisted Core, Intensive, and Training Services), as appropriate. Participants ***must*** be actively participating in approved services and be ***unable*** to obtain such supportive services through other programs which provide such types of services. Supportive Services may include assistance with transportation, child care and/or dependent care

needs, housing, and needs-related payments. *(Needs-Related payments will be for those adults who are unemployed, not qualified for unemployment compensation or have ceased to qualify for such, enrolled in a program of training services under WIA Section 134(d)(4), and are needed for the individual to be able to participate in workforce investment activities.*

VOLUNTEERISM – Volunteer opportunities shall be made available for individuals who have successfully participated in programs to provide assistance to participants in the form of mentoring, tutoring, and other activities.

Concurrent Participation in Both Youth and Adult Programs

Under the Act, eligible youth are 14-21 years of age. Adults are defined in the Act as individuals age 18 and older. Thus, individuals ages 18 through 21 may be eligible for both adult and youth programs.

Based on need, eligible individuals who are 18 through 21 years old may participate in adult and youth programs concurrently. Such individuals must be eligible under the youth and adult eligibility criteria as applicable to the services received. Local program operators must determine, for individuals in this age group, the appropriate level and balance of youth and/or adult services without duplication of costs or services.

Local program operators must identify and track the funding streams which pay the costs of services provided to individuals who are participating in youth and adult programs concurrently.

2. *Include a description of the local individual training account (ITA) system and the procedures for ensuring that exceptions to the use of ITAs, if any, are justified under WIA section 134(d)(4)(G)(ii) and 20 CFR 663.430.*

INDIVIDUAL TRAINING ACCOUNTS

Training Services (Must be determined and documented that such services are needed. May only be conducted after required Core and Intensive services have been provided and the need for such services has been substantiated. (The sole provision of individualized Objective Assessment and Individual Employment Plan services does not justify the need for Training Services.)

WIA funding for training is limited to participants who:

- Are unable to obtain grant assistance from other sources to pay for the costs of their training;
- or
- Require assistance beyond that available under grant assistance from other sources to pay the costs of such training. Program operators (subcontracting agencies) and training providers must coordinate funds available to pay for training as follows:

- ✓ Program operators (subcontracting agencies) must coordinate training funds available and make funding arrangements with One-Stop partners and other entities to apply the provisions above. Training providers must consider the availability of other sources of grants to pay for training costs such as Welfare-to-Work, state-funded training funds, and federal Pell Grants, so that WIA funds supplement other sources of training grants.
- ✓ A WIA participant may enroll in WIA-funded training while his/her application for a Pell Grant is pending as long as the Subcontracting Agency has made arrangements with the training provider and the WIA participant regarding allocation of the Pell Grant, if it is subsequently awarded. In the case where Pell is applied for tuition, books, and fees for the individual, the training provider must reimburse the Subcontracting Agency the WIA funds used to underwrite the training for the amount the Pell Grant covers.
- ✓ Reimbursement is not required from the portion of the Pell Grant assistance disbursed to the WIA participant for education-related expenses (WIA section 134(d)(4)(B)).

Training services shall be provided in a manner that maximizes consumer choice in the selection of an eligible provider. A state list of eligible providers of training services required under Section 122 (e) shall be made available through One-Stop Centers. A description of the programs through which the providers may offer training services shall also be provided, along with performance information and performance cost information relating to eligible providers.

Training services (excluding On-the-Job and Customized Training) shall be provided through the use of Individual Training Accounts (ITAs) and shall be provided to eligible individuals through the One-Stop delivery system.

Occupational Training including non-traditional training using Individual Training Accounts (ITAs). (The WDB requires the provision of ITAs to eligible individuals through the One-Stop delivery system for the purposes of allowing customer choice when selecting a training provider. Subcontracting Agencies shall use the Department of Elementary and Secondary Education (DESE) development Individual Training Account form (DESE 6) and related forms. Only educational facilities and courses approved by DESE will be acceptable. Occupational Skill Training will be limited to one (1) year certificate and two (2) year Associate Degree programs, unless otherwise approved by the authorized WDB staff.

An Individual Training Account is established for participants upon entry into the training phase of service delivery. The Individual Training Account is established as a mechanism to finance training services. After consultation with their case manager, an Individual Training Account will

be set up and participants will be informed of how payments will be made to their training providers. Individual Training Accounts shall be provided to eligible individuals who have previously received core and intensive services and who have met eligibility criteria unless otherwise approved. Participant files will contain all documentation required to justify training and other related costs.

Exceptions to the use of Individual Training Accounts will only be made in the following instances.

- When the training services provided are on-the-job training or customized training programs.
- When the Workforce Development Board of Western Missouri, Inc., determines that there are an insufficient number of eligible providers in the local area to accomplish the purpose of a system of Individual Training Accounts.
- When the Workforce Development Board of Western Missouri, Inc., determines that there is a training service program of demonstrated effectiveness offered in the area by a community-based organization or another private organization to serve special participant populations that face multiple barriers to employment. Individuals with multiple barriers to employment include those who are low-income with substantial language or cultural barriers, offenders, and homeless individuals.

3. *Provide a description of how Wagner-Peyser Reemployment Services (Worker Profiling) will be delivered on a weekly basis between the Division of Workforce Development (DWD) and partner staff.*

The Workforce Development Board Program Operator staff will coordinate with local Wagner-Peyser staff to identify Worker Profiled individuals for potential Title I services on a weekly basis as funding allows. The WDB has requested Worker Profiling training from the State level to assist us in this endeavor. Wagner-Peyser staff will assist in:

- Identifying which claimants will be likely to exhaust regular UI and will need job search assistance services to make a successful transition to new employment.
- Referring the claimants so identified to available re-employment services, such as job search assistance services.
- Collecting follow-up information relating to the services received by such claimants and their employment outcomes and use the information for future profiling.

Services will begin with an orientation session advising claimants of the availability and benefit of re-employment services, and, if appropriate, an individual assessment of each claimant's needs. Based on an individual service plan, the claimant may be referred to re-employment services tailored to the individual's needs.

The WIA Title I staff providing re-employment services will promptly provide any necessary information relating to the claimants' continuing eligibility for UI.

C. Rapid Response

Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as appropriate.

It is important to the Workforce Development Board that individuals who have been notified that they are about to be terminated from employment or who have experienced a layoff become a part of the workforce development system. When the Workforce Development Board is notified that a company is about to close, we will immediately notify the Dislocated Worker Unit at the Missouri Division of Workforce Development. Pursuant to the Worker Adjustment and Retraining Notification Act, companies are required to give notice at least sixty days prior to a mass layoff or plant closing if the layoff or closing affects more than fifty employees.

In instances where the layoff or closure of a plant or company involves less than fifty people, the Workforce Development Board of Western Missouri, Inc., becomes the lead agency to coordinate the dislocated worker services. A local rapid response team is established that consists of the One-Stop partners and other appropriate representatives. A designated coordinator will make contact with the company to assess the layoff/closure situation. It will be necessary to determine the layoff plans and/or the scheduled closing. An analysis of the needs of the affected workers will be made and a determination of the resources available for assistance. The rapid response team will investigate the prospects for re-employment and establish contact with local employers to determine their workforce needs. If the workers are members of a labor organization, the coordinator will contact the union representative and establish a relationship between the labor representative and the rapid response team.

A meeting will be scheduled for the rapid response team to present their program opportunities to affected workers. If necessary, a dislocated worker unit may be established at the company site or at another location for program information, referrals or assessment.

When the Missouri Division of Workforce Development receives the notification of a mass layoff or plant closing involving fifty or more employees, only the staff of the Division will contact the employer, the employees, or the affected union. Contact will be made within forty-eight hours of the notification. Through contact with the employer, the Division staff will verify the information in the notification and discuss any alternatives that may be considered to prevent the layoff or closure. If the layoff or closing cannot be prevented, the Division staff will briefly explain the rapid response services that will be available to them. An attempt will be made at that point to schedule a meeting with company officials and union representatives (if applicable).

After the meeting is scheduled with the company and/or union officials, the Division staff designated as Team Coordinators will notify the members of the established Rapid Response Unit of the date, time, and location of the meeting. Members of this unit represent the Missouri Division of Workforce Development, Employment Security, Unemployment Compensation Representatives, and the Workforce Development Board.

When the meeting occurs, the following areas of concern will be discussed:

- The Career Center system and the Missouri Dislocated Worker Program services that are available and the various providers of those services;
- The feasibility of setting up a special worker reentry center on a short-term basis to meet with those affected by the layoff/closure;
- Arrangements with Employment Security, Unemployment Insurance Division who provide information about the filing of any appropriate claims;
- The nature and type of company benefits that may be available to workers presently or after the layoff/closure;
- Questions and answers by management, labor and others present about the specifics of the Worker Reentry Program services;
- Services that may be provided by the Department of Economic Development to assist prospective buyers of the company/building.

After the meeting has been held, the Rapid Response Unit will schedule a meeting with the affected workers to explain the available benefits and services and to encourage their enrollment in the Missouri Dislocated Worker Program. At this time services may be immediately accessed through the designated local Missouri Dislocated Worker program operator who then becomes the point of contact and coordinator of service delivery.

If it is necessary for the coordination of services, the Division of Workforce Development and the Workforce Development Board will develop an action plan for each mass layoff or plant closing within ten working days of the rapid response meetings with company officials/labor representatives/affected workers. The Workforce Development Board will consult with and provide assistance to any workforce reduction committees facilitated by the Division of Workforce Development and established as a result of a mass layoff or plant closing. Services or assistance for affected workers recommended by these committees will be coordinated and funded by the Workforce Development Board.

In an effort to maximize outreach efforts, a list of all affected individuals will be requested from either the company or the labor organization. A letter explaining the services available will be sent to those individuals within thirty days of the layoff/closure. These letters will be followed by a telephone call within fourteen days for those individuals that did not respond to the letter. Should no contact be made within ninety days of the layoff/closure, a follow-up letter will be mailed in an attempt to inform each person affected by the layoff/closure of the services available to them.

The plan of action will include the following elements in an effort to provide maximum service to both the company and any affected workers.

- An employee information form will be distributed to those affected by the layoff/closure that they will complete and return to the rapid response team;
- The rapid response team staff will evaluate and assess the employee information forms and determine what services and/or training activities will best meet the individual's needs.
- Service providers will work with the company and/or labor representatives to obtain occupational and hourly wage information regarding those individuals laid off or unemployed.
- Career Centers will be notified and the partners will meet to determine what services are available through the employment and training system as well as assess what services might also be available such as family counseling, financial assistance, health care services or other needed assistance.

The Workforce Development Board will continue to monitor services through contact with the on-line system reports, company officials or affected workers.

If it is determined to be necessary, the Workforce Development Board will coordinate the establishment of Worker Reentry Centers that will operate at work sites or nearby facilities. Affected workers will have the opportunity to meet with a member of the rapid response team to discuss services that are or will be made available to them.

D. Youth

1. *Provide a description and assessment of the type and availability of youth, activities in the local area, including an identification of successful providers of such activities. (This should include the local board's policy on partnering with and prioritizing services for serving youth most in need, such as out of school youth, those at risk of dropping out, youth in foster care, those aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farm worker youth.)*

EMPLOYMENT AND TRAINING PROGRAMS FOR YOUTH

The Workforce Investment Act of 1998 provides for employment and training programs for young people ages 14 through 21 years of age who are low income and meet at least one mandated barrier to employment. The new act combines the two funding allocations specified for youth under the Job Training Partnership Act into one Youth funding pool leaving programmatic determinations as to how the funds should be used to local Workforce Development Boards.

The philosophy of the Workforce Development Board of Western Missouri, Inc., regarding youth programs follows the congressional intent of the law. Youth Programs that will be operational in our labor market area will be designed to adhere to the following purposes:

BARRIERS TO EMPLOYMENT

- High school dropout
- Below grade level
- Pregnant or parenting
- Disabled or learning disabled
- Homeless or a runaway
- Offender
- Facing other serious barriers

- a. Provide assistance to youth in achieving academic and employment success by improving education and skills competencies, and by providing effective connections to the employers.
- b. Ensure on-going mentoring opportunities for eligible youth with adults committed to providing such opportunities.
- c. Provide opportunities for training to eligible youth.
- d. Provide continued supportive services for eligible youth.
- e. Provide incentives for recognition and achievement to eligible youth.
- f. Provide opportunities for eligible youth in activities related to leadership, development, decision-making, citizenship and community service.

A primary goal of the WDB's youth services plan is to improve the integration of services to at-risk youth in the one-stop system. The WDB will collaborate with state and local agencies, such as the Department of Social Services/Family Support Division, Division of Youth Services, Division of Vocational Rehabilitation, local school districts, health networks for migrant and seasonal workers, teen parenting support groups, community and faith based-organizations, and one-stop-delivery system to insure that seamless services are made available to the neediest youth.

To ensure the quality of the youth programs that we offer to eligible youth in our area, the Workforce Development Board of Western Missouri, Inc., appointed a Youth Council to serve in an advisory capacity. The Youth Council provides assistance with the employment and training policy issues that affect the youth in our area and assume the following responsibilities:

- a. Assistance with the development of the portions of the Strategic Plan that specifically relate to eligible youth.
- b. Make recommendations to the Workforce Development Board regarding the awarding of grants for youth programming.
- c. Broaden the youth employment and training focus in the area to incorporate a youth development prospective.
- d. Coordinate the youth activities that are authorized by the Workforce Investment Act establishing linkages with other organizations that serve youth.
- e. Consider a range of issues that have impact on the success of the youth in our area.
- f. Be a part of the Workforce Development Board strategic planning team.

YOUTH COUNCIL CONFIGURATION

- WIB members with special interest or expertise in youth policy.
- Members representing juvenile justice and law enforcement.
- Members who represent local public housing authorities.
- Parents or appropriate guardians of eligible youth.
- Individuals, including former participants, and representatives of organizations that have experience relating to youth activities.

PROGRAM ELEMENTS TO BE PROVIDED

Ten Required Youth Program Elements

Local youth programs shall be designed to provide access or make available elements consisting of the following:

- Tutoring, study skills training, and instruction leading to secondary school completion including dropout prevention strategies;
- Alternative secondary school offerings;
- Summer employment opportunities directly linked to academic and occupational learning;
- Paid and unpaid work experiences including internships and job shadowing;
- Occupational skill training;

- Leadership development opportunities which may include activities such as positive social and soft skills, decision-making, team work, and other activities;
- Supportive services;
- Adult mentoring for a duration of at least twelve months that may occur both during and after program participation;
- Follow-up services; and
- Comprehensive guidance and counseling including drug and alcohol abuse counseling as well as referrals to counseling as appropriate to the needs of the individual.

Referral Requirement

Subcontracting Agencies must provide referrals for youth that meet income eligibility criteria [Section 129(c)(3)], including:

- Providing information regarding the full array of applicable or appropriate youth services available and the providers of such services.

AND

- Referring youth to appropriate training and educational programs that have the capacity to serve them either sequentially or on a concurrent basis.

In order to meet the basic skills and training needs of eligible applicants who do not meet the enrollment requirements of a particular program or who cannot be served by the program; each Subcontracting Agency must refer youth:

- For further assessment as necessary.

AND

- To appropriate programs.

Services/Activities

The Subcontracting Agency will be responsible for WIA Youth outreach, recruitment, intake, eligibility determination, registration, case management, formal diagnostic assessment services, referrals and follow-up retention services. In the interest of providing comprehensive and integrated services, the Subcontracting Agency may subcontract with other entities to ensure the best possible service options for youth.

The following services must be provided to an individual who becomes registered (enrolled) as a WIA Title I Youth participant, as well as other activities to provide preparation for postsecondary educational opportunities, provide linkages between academic and occupational learning, provide preparation for employment, and provide effective connections to intermediary organizations that provide strong links to the job market and employers:

Objective Assessment

Objective Assessment (OA) is an examination of the capabilities, needs and academic/vocational potential of a participant and is used to develop a service strategy and employment goal. Objective Assessment is an ongoing and client centered evaluation of a participant's employment barriers taking into account the participant's family situation, work history, education, occupational skill, interest, aptitudes and attitudes toward work, motivation, behavioral patterns affecting employment potential, financial resources and supportive service needs.

An individual receiving this service may or may not require formal diagnostic assessment, but should be available as necessary to assist in designing the participant's service strategy and employment goal.

Employability Development Plan/Individual Service Strategy (EDP/ISS)

The individual Employability Development Plan/Individual Service Strategy (EP/ISS) is a document that is developed as a result of an Objective Assessment. This document is a plan that delineates a youth's individual goals, employment objectives and service needs. It is meant to be a living document inasmuch as it should be reviewed and revised to reflect a youth's progress and attainments as they move toward their goals.

Adult Mentoring

The purpose of this activity is to strengthen the overall program and provide the youth participants with adult guidance and support while participating in the program and after program completion for a total of not less than twelve months.

Supportive Services

These services may include assistance with transportation, assistance with child care and dependent care costs, individual and family counseling, financial counseling, referral for drug and alcohol abuse counseling, linkages to community services, assistance with housing costs, referrals to medical services and other needed services, assistance with uniforms and other appropriate work attire, work-related tool costs including eye glasses, and other approved work-related or training costs.

Follow-up Services

Follow-up services for youth may include, but are not limited to:

- Regular contact with a youth participant's employer including assistance in addressing work-related problems that arise;
- Assistance in securing better paying jobs, career development, and further education;
- Work-related peer support groups;
- Adult mentoring; and
- Tracking the progress of youth in employment after training.

These services will be available for participants up to 12 months after exiting the program. The intent of these services is to increase retention

rates in employment and overall success. The Subcontracting Agency will be required to provide retention services.

Specific program services will be provided to a youth participant based upon the individual's OA and EDP/ISS. The programs may include, but are not limited to (refer to budget pages for specific allowable activities):

Academic Enrichment and Enhancements

This activity would include tutoring and study skills training aimed at increasing basic literacy skills. Also included are strategies for dropout prevention and alternative secondary school services with the fundamental goal completion of secondary school or GED.

Leadership Development Opportunities

Leadership development opportunities for youth may include the following:

Exposure to postsecondary educational opportunities;

- Community service learning projects;
- Peer-centered activities including peer mentoring and tutoring;
- Organizational and teamwork training including team leadership training;
- Training in decision-making including determining priorities;
- Citizenship training including life skills training such as parenting, work behavioral training, and budgeting of resources;
- Employability; and
- Positive social and soft skills [Section 129(c)(2)(F)].

Positive social and soft skills are incorporated by many local programs as part of their menu of services which focus on areas that may include, but are not limited to the following:

- ✓ Positive attitudinal development;
- ✓ Self-esteem building;
- ✓ Cultural diversity training; and
- ✓ Work stimulation activities [Section 129(c)(2)(F)].

Work Experience

Work experiences are planned; structured learning experiences that take place in a workplace for a limited period of time. Work experiences may be paid or unpaid.

Work experience workplaces may be in the private for-profit sector, the non-profit sector, or the public sector. Union concurrence must be obtained from the appropriate union, where applicable.

Work experiences are designed to enable a youth to gain exposure to the working world and its requirements. Work experiences should help youth acquire the personal attributes, knowledge, and skills needed to obtain a job and advance in employment. The purpose is to provide the youth participant with the opportunities for career exploration and a skill

development and is not to benefit the employer, although the employer may, in fact, benefit from the activities performed by the youth. Work experiences may be subsidized or unsubsidized and may include the following elements:

- Instruction in employability skills or generic workplace skills such as those identified by the Secretary's Commission on Achieving Necessary Skills (SCANS);
- Exposure to various aspects of an industry;
- Progressively more complex tasks;
- Internships and job shadowing;
- The integration of basic academic skills into work activities;
- Supported work, work adjustment, and other transition activities;
- Entrepreneurship; and
- Other elements designed to achieve the goals of work experience.

In most cases on-the-job training is not an appropriate work experience activity for youth participants under the age of 18. Local program operators may choose to use this service strategy for eligible youth, when it is appropriate, based on the need identified by the objective assessment of an individual youth [Section 129(c)(D)] but enrollment into the Adult program will be required.

Paid Work Experiences—Funds under the Act may be used to pay wages and related benefits for work experiences in the public, private-for-profit, and non-profit sectors where the objective assessment and individual service strategy indicate that work experiences are appropriate [Section 129(c)(D)].

Youth participating in paid work experience are ineligible for unemployment insurance, membership in any employee's retirement system, and exempt from participation in a state employee merit system. Youth must be notified in writing of their ineligibility for unemployment insurance, as required by the federal Department of Labor.

West Central Missouri Community Action Agency, the Department of Conservation, many city and county municipalities and other agencies have made successful contributions to youth activities in the Region.

2. *Provide a description of any innovative service delivery projects for youth currently operating in the region. Describe the local board's involvement in the projects, and the board's efforts to continue involvement and funding for the continuation of these projects. (Examples include JAG, Youth Build, I Can Learn, Cisco, etc.)*

INNOVATIVE SERVICE DELIVERY PROJECTS

The Workforce Development Board of Western Missouri, Inc., continually seeks to establish partnerships that provide both innovative and educational opportunities for the area youth. Currently the Board supports three youth initiatives that may be considered as innovative service delivery projects.

The first partnership is with the city of Nevada, in southwest Missouri. The 21st Century Construction Trade's Project will allow area youth to gain experience in the construction trade industry. Youth completing this program will attend a job fair designed to introduce them to local labor union representatives, educational opportunities, and other employers from the construction industry. Post project outcomes for this initiative will be long term employment in the construction industry and/or entrance into one of the construction trades apprenticeship programs.

The second project supported by the local Board is a partnership with the Missouri Department of Conservation. The Youth Conservation Corps Project introduces area youth to conservation and restoration projects currently being performed within the area. This experience will allow youth to be exposed to multiple facets of the world of conservation. Youth that excel in this project may have an opportunity to continue their education in the field and later join the Department as full time employees.

The third project currently supported at the local level is the Rural Arts Project. This project is a partnership venture with the Sheldon School, city of Sheldon, and area businesses. This project allows youth to work with community leaders and educators in the design, marketing, painting, and displaying of a mural depicting the heritage of their local community. Post program outcome for this project is to educate area youth on the aspect of research, design, and marketing of a project while increasing their involvement in community affairs.

E. Business Services

1. *Describe efforts to continue Business Outreach and Service plan implementation regarding achievement of coordinating business outreach efforts through a single point of contact system. Describe how partner staff work together to "broker" all programs and services to businesses. Include a description of strategies/training to ensure partner staff document business contacts in Toolbox and work closely with all career center staff that have business outreach responsibilities. Describe innovative and/or outreach success(es) that may be considered best practices. Describe any modifications/revisions to the business outreach plans that were submitted to DWD in 2004.*

The West Central Region Business Outreach and Services Plan continues to be a living document. The partners of the Outreach Team, made up of WIB staff, the DWD Business Representative, the DWD

Veteran's Representative, and frontline subcontractor staff, continue the efforts outlined in the local plan.

Business outreach efforts are primarily lead by subcontractor staff and the DWD Business Representative. Contacts are made with area businesses through personal visits, telephone calls, job fairs, and focus groups promoting the Missouri Career Centers and Great Hires as a single point of contact system. The concept of the single point of contact was first introduced to over 100 partner organizations and business representatives on April 28, 2005, as part of a Business Outreach Plan coordination effort. Through this coordination meeting, we were able to introduce the Outreach Plan to several agencies at one, encourage the use of Toolbox by all partner agencies, engage our education partners, and provide MERIC access information to all in attendance. (See Exhibit 1, Business Services Outreach Plan.)

The WDB Director of Planning and Operations works closely with WIA subcontractor staff and other partners on a daily basis to ensure Toolbox use and documentation of all contacts with participants and business. The Field Services Director engages Career Assistance Program (CAP) partners in the same manner.

The Business Outreach Team has, most recently, begun coordinating the Skills Gap initiative focus with the Business Outreach and Services Plan. Addressing skills gaps was part of the Phase Two of the original plan. Under the Skills Gap Initiative, the Business Outreach Team has been holding Business Focus Group meetings with the targeted industries across the region. Each of the six meetings cover one to three counties in a Missouri Career Center service area. Toolbox is used to help identify the targeted industry business partners. The Skills Gap Initiative is a coordinated effort with the Missouri Department of Elementary and Secondary Education, the Missouri Training Institute, MERIC, and State Fair Community College. A twenty-seven member consortium of business, partner organizations, WDB and DWD staff, economic development chambers of commerce, education, and others provide direction and oversight.

There have been no modifications or revisions to the original Business Outreach and Services Plan submitted to DWD during 2004. Coordination of the Business Outreach Plan and the Missouri Skills Gap Initiative will continue to be a focus of the Workforce Development Board through the Business Services Outreach Team and its partners.

2. *Describe the region's commitment to businesses and how the training needs of businesses will be addressed, including implementing incumbent worker and On-the-Job Training programs. Include a description of how these services will not duplicate and will coordinate with Missouri's incumbent worker and industry training programs.*

The WDB offers area businesses many opportunities through industry training programs such as on-the-job training, paid work experience programs for adults and youth, and the placement of trained individuals

through participant skills training and certificate programs. Training programs provided by Workforce Development Board WIA subcontractors are designed to provide area businesses with a competitive, skilled workforce. Skills gaps efforts are further identified with targeted key industries within the region to create a better prepared workforce.

Area business training needs are identified by contacts with WIA contractor staff, the DWD Business Representatives, board member and local elected official contacts, and the targeted industry focus groups under the Missouri Skills Gap Initiative. Efforts to address the identified training needs are made primarily through WIA subcontracts. Coordination with partner agencies ensures that training is a non-duplicative effort, utilizing the resources of all partners to meet the needs of business.

The West Central Region will actively coordinate with DWD Central Office Business Relations staff to avoid duplication of incumbent worker (Classroom and OJT) and other industrial training programs.

F. Innovative Service Delivery Strategies

Describe how the region will support the Missouri Re-entry Process (MRP) ex-offender initiative. Include the services to be provided for ex-offenders and the process to be used to identify employers willing to hire ex-offenders.

Making a successful transition from prison to the community is essential to local, state, and national efforts to increase public safety and manage public spending. One of the key issues facing the Missouri Department of Corrections is the increasing recidivism rate of the offenders. Changing the offender's life is a lofty goal and one that isn't always achieved or one that some people believe isn't even possible. Focusing on change is always challenging. The Workforce Development Board and partner agencies are working together to meet these challenges.

To address this issue the WDB is in the implementation stage of changing the way we do business to meet the needs of this increasing population. This includes increased collaboration and information sharing with specific agencies for a smoother transition, improvement of current offender training programs, and facilitation of quality family involvement. Roads are being paved to assist offenders to be better prepared for employment and thus lower their chances of recidivism. If the Missouri Reentry Process is successful, then recidivism will decrease, public safety will improve, and offenders will be held accountable for their behavior and be more productive citizens.

The Workforce Development Board, in partnership with other agencies, is attending local Probation and Parole meetings to provide information regarding local services and how we can work together to better help Probation and Parole clients. Probation and Parole are making increased referrals to the Career Centers. The Career Centers are working more closely with local businesses to identify potential job openings for this population.

Each offender referred from a Missouri Department of Corrections (DOC) Transitional Housing Unit (THU) will be provided an initial appointment with designated Career Center staff upon receipt of such referral. The initial appointment will consist of an assessment and referral to appropriate services and/or programs.

Two years ago, the West Central Region's Alumni was an ex-offender who had tremendous difficulty in reentering the workforce. With much commitment she secured a decent job and became a contributing member of society. This year we have nominated an employer to be recognized for their contributions in hiring ex-offenders. Both are exemplary examples of the efforts the Region, its partners, and the communities are putting forth to support the MRP initiative. Currently the WDB nominated as business of the year, a business operated by an ex-offender. This business has made a business practice of providing job opportunities for ex-offenders.

G. Strategies for Faith-based and Community-based Organizations

*Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the one-stop delivery system; and (2) expand the access of faith-based and community-based organizations' clients and customers to the services offered by the one-stops in the region. Outline efforts for conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the local workforce investment area to help meet the objectives of WIA. (For more information, reference DOL's tool, *Making It Real: Strategies for State Agencies and Local Workforce Boards to Increase Partnerships with Faith-Based and Community-Based Organizations.*)*

1. The two major Community Action Agencies are both an integral part of the Region's Career Center system as partners in services. Representatives are housed at each approved Career Center.

Faith-based organizations provide referrals, placements, and added services to the system.

2. The Workforce Development Board expanded the Career Center services to these organizations by inviting them to local planning sessions, Board meetings, and informational campaigns. (Informational campaigns may include Business Outreach sessions, Skills Gap planning, brochures, one-on-one visits, etc.)

In addition, we will continue to approach Faith-based and Community-based organizations to leverage and coordinate funds to best meet the needs of common customers.

X. LOCAL ADMINISTRATION

- A. *Identify the local levels of performance negotiated with the Governor and chief elected official to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers, and the one-stop delivery system in the local area. **

Below are the alternate performance numbers proposed by the West Central Region. These numbers were submitted to the Missouri Division of Workforce Development for approval on August 5, 2005. The performance goals for Workforce Investment Act programs will be those agreed to in final negotiations with the Missouri Division of Workforce Development.

ADULT	PY05	PY06
Entered Employment	83% (81/98)	85% (85/100)
Employment Retention	82% (65/80)	84% (81/97)
Earning Change Rate	\$3,588 (\$279,864/78)	\$3,644 (\$287,876/79)
Employment and Credential	66% (27/41)	67% (28/42)
DISLOCATED	PY05	PY06
Entered Employment	87% (107/124)	88% (110/125)
Employment Retention	93% (115/124)	95% (119/125)
Earnings Change Rate	\$460 (\$57,500/125)	\$552 (\$69,552/126)
Employment and Credential	75% (49/65)	76% (49/65)
OLDER YOUTH	PY05	PY06
Entered Employment	75% (9/12)	77% (10/13)
Employment Retention	82% (13/16)	84% (13/16)
Earnings Change Rate	\$2,900 (\$37,700/13)	\$3,000 (\$39,000/13)
Employment and Credential	49% (6/12)	50% (6/12)
YOUNGER YOUTH	PY05	PY06
Skill Attainment	86% (74/86)	88% (78/89)
Diploma Rate	60% (10/16)	65% (11/17)
Retention Rate	68% (18/27)	69% (19/28)
CUSTOMER SERVICE SATISFACTION		
EMPLOYER SERVICE SATISFACTION		

- B. *Identify the entity responsible for the disbursement of grant funds described in section 117(d)(3)(B)(i)(III), as determined by the chief elected official or the Governor under section 117(d)(3)(B)(i). **

The Workforce Development Board of Western Missouri, Inc., as authorized by the chief local elected official is the Grant Recipient and fiscal agent for the West Central Region of Missouri's WIA Title I-B funds.

See LEO/Board Agreements, Exhibit II.

- C. *Describe the competitive process used to award the grants and contracts in the local area for activities carried out under subtitle I of WIA, including the process to procure training services for youth (reference DWD Issuance 03-02) and any that are made as exceptions to the ITA process. **

Service Provider/Program Operator

All contracts (Adult, Dislocated, and Youth WIA Title I) are procured on a competitive basis through a Request for Proposal (RFP) process. Public Notice is placed in local newspapers and sent to potential vendors (WIA and non-WIA, schools, etc.)

DATES FOR CURRENT ADULTS, DISLOCATED, AND YOUTH RFPs PROCESS

<u>Action</u>	<u>Targeted Date</u>
Notice out to papers and potential vendors	January 3, 2005
RFPs available for pickup	January 19, 2005
Question and Answer Session	February 25, 2005, 2:00 pm
Responses due	March 28, 2005, 12:00 noon
Public Openings	March 28, 2005, 1:30 pm
Planning and Oversight Committee meeting to review responses information and scoring and to vote for recommendations to the Board (targeted to be joint meeting with Finance and Audit Committee)	May 25, 2005, 10:00 am
Recommendation to Full Board regarding Respondents	May 25, 2005
Notification to Respondents	May 27, 2005

Training Provider

The Training provider eligibility system as developed in the Workforce Investment Act allows for maximum flexibility, emphasizes customer choice and has strong accountability requirements. The system allows for broad participation by organizations and entities as the providers of training. The system also requires the maintenance of accurate and current information to allow customers to make informed choices. Labor market information becomes vitally important as Workforce Investment Act funds will only be spent if they are directly connected to occupations that are in demand or projected to be in demand and that are approved by the Workforce Development Board.

The Workforce Development Board will select providers of training programs accordingly to locally established policy and in compliance with the Workforce Investment Act and its regulations. For participants in need of training services,

an Individual Training Account will be established (except for On-the-Job Training and Customized Training) by the case manager. Primarily, an Individual Training Account will be established when an individual chooses a skill-training program in a pre-approved training institution.

The Workforce Development Board, through our Career Centers, will make available the Missouri State List of eligible Providers to eligible participants. The Department of Elementary and Secondary Education will develop and maintain a list of eligible providers of skill training programs and this is the list that will be available to participants. This list will include a description of the programs through which the providers may offer the skill training services, the cost, and performance information about the eligible provider. An individual who has been determined eligible for training services may select a provider, after consultation with their case manager, and unless the program has exhausted funds for the program year, the individual will be referred to that program operator. At the same time, an Individual Training Account will be established for the payment of the training costs.

Providers may be removed from the approved list either by the State or by the Workforce Development Board for failure to meet the prescribed levels of performance or who have intentionally supplied inaccurate information. A provider whose eligibility is terminated under these conditions will be liable to repay all training funds it received during the period of noncompliance.

The Workforce Development Board will adhere to the Governor's established eligibility procedures and Section 122 of the Workforce Investment Act and only award contracts or awards to entities eligible to receive Title I-B funds. To meet this requirement, eligible providers of training services will be:

- A postsecondary educational institution that is eligible to receive federal funds under Title IV of the Higher Education Act of 1965; and provides a program that leads to an associate degree, baccalaureate degree or certificate.
- An entity that carries out programs under the National Apprenticeship Act; or
- Another public or private provider of a program of training services.

The Workforce Development Board of Western Missouri, Inc., will develop criteria that will be used in determining demonstrated effectiveness of training program providers. Our criteria will take into consideration the financial stability of the organization, the demonstrated performance measures appropriate to the program include program completion rates; attainment of the skills, certificates or unsubsidized employment and retention in employment information. Also considered will be information about how the specific program related to the workforce investment needs of our local area and those needs that are identified in this plan.

Our definition of a program of training services is one or more courses or classes that, upon successful completion, leads to a certificate, an associate degree, baccalaureate degree, competency or skill recognized by employers or a training regimen that provides individuals with additional skills or competencies generally recognized by employers.

The Workforce Development Board will use the procedures developed by the Governor to determine the eligibility of other providers of training services.

The Workforce Development Board will also use the procedures developed by the Governor to determine a subsequent eligibility of training providers.

D. Describe how the local region is working toward eliminating duplicative administrative costs to enable increased training investments

The Workforce Development Board is not aware of any duplicative administrative costs using WIA Title I-B funds.

E. Identify how the local region ensures that services are not duplicated.

The West Central Region attempts to ensure non-duplication of services by coordinating with other funding agencies including the Missouri Division of Vocational Rehabilitation, local education agencies, faith-based and community organizations, Career Assistance Service (CAP) providers, TAA/TRA providers (DWD), Division of Workforce Development, veterans service agencies, Parents' Fair Share programs, etc. The Missouri Toolbox is used to the extent possible to assist in this process.

F. Establish and define the local policy and procedure for Complaint and Grievance in accordance with the WIA Act 20 CFR 667.600. (This policy should be incorporated into the MOU and disseminated throughout the region for all workforce development professionals to understand and implement. This should adhere to federal, as well as state complaint and grievance guidance.) Include a copy of this policy as Attachment IV to the local plan.

The local policy and procedure for Complaint and Grievance in the West Central Region has been developed in accordance with the Workforce Investment Act regulations, codified at 20 CFR 667.600, and with federal and state complaint and grievance procedures. A memorandum dated August 17, 2005, distributed the Complaint and Grievance Procedures pamphlet to regional subcontractor staff, WDB staff, and Missouri Career Center partners (see Attachment IV).

The policies and procedures have been incorporated into the MOU effective July 1, 2005. It is the intent of the Workforce Development Board that matters of complaint or grievance be resolved at the earliest level of intervention possible.

Discrimination complaints are first handled at the service provider level. Every effort is made to resolve the matter at this level. Complainants may exhaust employer and/or local WDB procedures in an effort to resolve the issue. If a resolution is not obtainable, the complaint may exhaust the procedures outlined in the local (and/or state) Complaint and Grievance Guide to seek resolution. (See Attachment IV.) All steps and resolution efforts are fully documented by the WDB.

Program complaints follow the same procedures as those filed for discrimination. Labor Standard complaints are submitted directly to the Division of Workforce Development for review. Criminal complaints alleging fraud, abuse, or criminal activity are immediately reported to the Department of Labor.

Copies of the state and local Complaint and Grievance Guides are provided to all WIA and other program applicants as appropriate to the funding source. The local policy has been incorporated into the MOU for all workforce development professionals to understand and implement. Technical assistance training is periodically provided to ensure staff and partner understanding. The regional Complaint and Grievance Officer takes advantage of available training in an effort to stay abreast of state and Department of Labor policy changes.

- G. *Include the Planning Budget Summaries for Program Year 2005 and Fiscal Year 2006 in Attachment IV5 to the local plan.*

See Exhibit Attachment V.